



The Influence of Work-Life Balance and Transformational Leadership on the Performance of Educational Staff via Organizational Citizenship Behavior in Higher Education

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Abstract

This study aims to analyze the influence of work-life balance and transformational leadership on the performance of educational staff in higher education institutions, with Organizational Citizenship Behavior as an intervening variable. The research employs a quantitative approach using path analysis, involving all 34 educational staff members as the sample. Data were collected through questionnaires and analyzed using validity and reliability tests, normality, multicollinearity, and heteroscedasticity tests, followed by hypothesis testing using Sobel tests and path analysis by using SPSS application. The results indicate that Organizational Citizenship Behavior significantly mediates the effect of both work-life balance and transformational leadership on employee performance. Work-life balance contributes to employees' well-being and encourages voluntary behaviors such as helping colleagues and taking initiative, which in turn enhance overall performance. These findings suggest that organizations, should implement policies that support work-life balance and promote transformational leadership to create a conducive work environment. Encouraging Organizational Citizenship Behavior can further strengthen the positive effects of these factors on performance. Therefore, integrating work-life balance, transformational leadership, and Organizational Citizenship Behavior into human resource management strategies is essential for achieving sustainable and effective organizational outcomes. This study provides empirical evidence and theoretical contributions to the understanding of how Organizational Citizenship Behavior mediates the relationship between work-life balance, transformational leadership, and employee performance in an academic setting.

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INTRODUCTION

Employee performance has become one of the main focuses for organizations worldwide. In facing increasingly competitive market pressures, organizations rely heavily on employee performance to achieve strategic goals and maintain competitiveness (Rihardi, 2021). Performance, often measured through productivity, efficiency, and work quality, is not only important for organizational growth but also plays a role in shaping a positive work culture (Asi et al., 2021). Many organizations today use various metrics and technologies to monitor and evaluate performance in real-time, hoping to enhance employee effectiveness while addressing any weaknesses that may arise.

The relationship between work-life balance and performance is also a focus in studies related to employee commitment and engagement (Ardiansyah & Surjanti, 2020). Employees who manage to maintain work-life balance typically demonstrate higher organizational commitment because they feel supported in meeting their personal needs. According to Chigeda et al. (2022), organizations that provide support for work-life balance, such as flexible working hours or mental health programs, can improve employee engagement and loyalty. This indicates that work-life balance not only directly affects performance but also influences employees' positive attitudes toward the organization, ultimately enhancing retention and organizational competitiveness (Poulose & Dhal, 2020). These studies further confirm that organizational policies supporting work-life balance play a vital role in creating sustainable and productive performance (Basuki, 2023).

Employee performance is significantly influenced by the leadership style applied within the organization, where effective leadership can motivate employees to reach their maximum potential (Erri et al., 2021). Leaders who possess the ability to inspire, support, and provide clear direction to their teams directly enhance employee motivation and engagement in achieving organizational targets. A positive leadership style also helps create a conducive work environment where employees feel supported and valued, thus motivating them to contribute maximally. In this regard, leaders not only serve as superiors but also as mentors who assist employees in developing skills and overcoming job-related challenges.

One of the most effective leadership styles in improving employee performance is transformational leadership. Transformational leadership emphasizes the development of individual potential and encourages employees to think creatively and take initiative (Hanafi, 2023). Transformational leaders focus on achieving long-term goals, motivating employees through a shared vision, and providing inspiration and positive challenges that make employees feel emotionally involved. Moreover, transformational leaders pay special attention to individual employee needs, often creating stronger work relationships and increasing employee loyalty to the organization. Numerous studies show that transformational leadership plays a crucial role in creating sustainable performance and encouraging employees to exert extra effort in their work (Riggio & Reichard, 2008; Afnita, 2022).

Amid the dynamics and uncertainties of the current work environment, adaptive leadership styles like transformational leadership have become increasingly relevant. Rapid business environment changes, technological challenges, and evolving customer expectations require leaders who can navigate these situations flexibly (Purnomo & Pudjianti, 2024). Transformational leaders can build team resilience amid change by maintaining collaborative spirit and providing clear direction. This adaptive leadership not

only enhances individual employee performance but also optimizes overall team performance, creating an environment ready to face change and grow alongside new challenges (Wahyudi et al., 2023; Ferdiansyah et al., 2023). This phenomenon reinforces the importance of leaders who are not only results-oriented but also focused on the development of human resources as the organization's primary asset.

Organizational Citizenship Behavior refers to voluntary behaviors performed by employees beyond their formal duties and responsibilities, such as helping coworkers, sharing knowledge, and taking initiative to solve problems without being asked. These behaviors not only create a collaborative work environment but also enhance team cohesion and drive productivity. According to research by Podsakoff et al. (2000), Organizational Citizenship Behavior has a significant impact on organizational success because these behaviors support efficiency and flexibility in achieving common goals. In the context of performance, employees involved in Organizational Citizenship Behavior usually exhibit higher job satisfaction and organizational commitment, which in turn supports better outcomes for the organization as a whole.

Organizational Citizenship Behavior also plays a critical role as an intervening variable in the relationship between work-life balance and employee performance. Employees who can maintain balance between work and personal life tend to have better mental health and are more motivated to contribute voluntarily to the organization. Studies indicate that good work-life balance positively impacts both formal performance and increases the likelihood of employees engaging in Organizational Citizenship Behavior (Fajar, 2024; Saputri & Helmy, 2021). When employees feel supported by the organization in maintaining work-life balance, they are more inclined to help colleagues and actively participate in teamwork processes, even if these tasks fall outside their core responsibilities (Lapierre et al., 2008). This suggests that organizational support for work-life balance can enhance Organizational Citizenship Behavior and ultimately drive better overall performance.

Issues related to the performance of educational staff, can be outlined into several specific concerns relevant to the challenges faced in academic settings. The performance of educational staff is crucial as they play a pivotal role in supporting the success of academic and operational processes within the faculty. However, various constraints often emerge that affect their performance, including workload balance, leadership systems, and available organizational support. Empirical data shows that the performance achievements of educational staff have not yet reached the 120% performance standard.

Empirically, based on performance data from July, August, September, and October, it is evident that the average performance percentage remains below the 120% standard. Average performance values range between 116% and 118%, with the lowest achievement recorded in August 2024 at 116.62%. This indicates a significant gap between actual employee performance and the expected standard. Furthermore, some employees demonstrate consistent performance approaching the standard, although not reaching the 120% threshold. However, there are also employees whose performance percentages remain consistently lower each month, indicating the need for a more personalized approach to improve certain employees' performance. The 120% performance standard appears unmet by the majority of employees, with an average performance gap of approximately 35-39% compared to the target.

According to Government Regulation No. 30 of 2019 regarding Civil

Servant Performance Appraisal, achieving the "Excellent" performance rating requires not only quantitative fulfillment of the 110–120 range but also qualitative contributions such as innovative ideas that provide significant benefits to the organization or country. In the empirical context, performance data of educational staff from July to October shows that the average performance percentage has reached 116%–118%, quantitatively meeting the criteria for the "Excellent" rating. However, from a qualitative perspective requiring innovation, this criterion has not been fully met. This highlights the challenging nature of the established standard, necessitating the identification of key barriers.

Interview results with one of the informants conducted on Tuesday, November 12, 2024, indicate that the causes of unmet performance among educational staff include: i) employees facing high work pressure without adequate support to balance job and personal demands; ii) non-adaptive leadership styles affecting employee motivation and productivity; iii) lack of training or supporting facilities possibly contributing to underperformance; iv) discrepancies between actual and target performance potentially impacting overall organizational goal achievement. This can also affect employee morale, job satisfaction, and institutional operational effectiveness. Based on empirical data and interviews, it is clear that the performance of staff has not yet reached the 120% standard nor demonstrated sufficient innovation to qualify for the excellent rating qualitatively.

Organizational Citizenship Behavior has also proven to be a strong mediator in the relationship between transformational leadership and performance. Transformational leaders who inspire employees to reach their full potential not only enhance individual performance but also encourage employees to engage in behaviors that support collective success. Employees led by transformational leaders tend to be more enthusiastic and willing to contribute extra, such as resolving team issues or assisting in projects outside their primary responsibilities. Organizational Citizenship Behavior fostered through transformational leadership contributes to improved team and organizational performance overall (Mulyono, 2021).

The upcoming study titled "The Influence of Work-Life Balance and Transformational Leadership on the Performance of Educational Staff with Organizational Citizenship Behavior as an Intervening Variable" holds strong relevance to previous studies. Most prior research has been conducted in government sectors, private institutions, or specific organizations, such as Land Offices and the Ministry of Religious Affairs. This study will focus on educational staff within an academic setting, which presents unique work dynamics, such as the need to support learning and academic administration. This research integrates work-life balance, transformational leadership, and Organizational Citizenship Behavior simultaneously to examine their effects on performance. This combination of variables is rarely explored in studies conducted in the context of educational staff. Previous studies have highlighted Organizational Citizenship Behavior as a mediator, but many are still limited to partial relationships between work-life balance or transformational leadership and performance. This study aims to expand the analysis by examining the simultaneous effects of both independent variables on performance through Organizational Citizenship Behavior. Additionally, the results are expected to provide practical insights for academic management, in designing policies that support employee work-life balance and enhance leadership effectiveness for optimal performance. Therefore, understanding how Organizational Citizenship Behavior strengthens the influence of work-

life balance and transformational leadership is essential for formulating more effective and sustainable human resource management strategies. This study aims to explore how work-life balance and transformational leadership influence the performance of educational staff with Organizational Citizenship Behavior serving as an intervening variable.

METHODS

This research is a quantitative study employing a path analysis design. The study aims to examine and analyze the influence of work-life balance and transformational leadership on the performance of educational staff at a higher education institution, with Organizational Citizenship Behavior serving as an intervening variable. The variables in this study include work-life balance (X1) and transformational leadership (X2), which are considered independent variables. Meanwhile, the dependent variable is the performance of educational staff (Y), while Organizational Citizenship Behavior serves as the intervening variable (Z).

The population of this study consists of all educational personnel, both civil servants (PNS) and non-civil servants (non-PNS), totaling 34 individuals. The sample for this study includes the entire population, all 34 educational staff members of the faculty. In other words, the sampling technique used is known as saturated sampling (Alias et al., 2024; Sugiyono, 2018; Susanti et al., 2024). Data collection in this study employs a survey method. A survey involves collecting primary data using questionnaires as the main instrument (Riduwan, 2015). Specifically, this study utilizes a questionnaire administered to respondents. The questionnaire contains statements related to general information about the respondents' profiles and specific items regarding performance, work-life balance, transformational leadership, and Organizational Citizenship Behavior among educational staff.

This study involves three variables measured through a questionnaire: employee performance (Y) as the dependent variable, work-life balance (X1) and transformational leadership (X2) as independent variables, and Organizational Citizenship Behavior (Z) as the intervening variable. The results of the validity test indicate that all statements related to the work-life balance variable are valid, as the calculated correlation coefficient (r -count) is greater than the table value (r -table). All r -count values for the work-life balance items exceed 0.338 ($n-2 = 32$), based on a sample size of 34 respondents at a 5% significance level. Additionally, the reliability test results for each variable are presented in the following table.

Table 1. Reliability test results

No.	Variable	Standard		Status
		Cronbach's Alpha	Cronbach's Alpha	
1.	Work-Life Balance (X1)	0.942	0.60	Reliable
2.	Transformational Leadership (X2)	0.988	0.60	Reliable
3.	Organizational Citizenship Behavior (Z)	0.970	0.60	Reliable
4.	Employee Performance (Y)	0.948	0.60	Reliable

Based on table 1 above, it can be understood that all variables meet the reliability criteria. The Cronbach's alpha values for work-life balance (X1),

transformational leadership (X2), organizational citizenship behavior (Z), and employee performance (Y) are all above 0.60, indicating that the measurement instruments used are reliable and consistent.

The questions or statements included in the questionnaire have been clearly and comprehensively formulated based on specific indicators that respondents are required to answer by selecting one of the provided response alternatives. The data analysis technique includes both descriptive and inferential methods. Descriptive analysis is conducted to provide an overview of the characteristics of the score distribution for each variable under investigation. It is also used in presenting data, measuring central tendency, and determining dispersion measures. Prior to conducting hypothesis testing-specifically Sobel tests-the study performs prerequisite analyses, including tests of validity, reliability, descriptive statistics, Respondent Achievement Rate (TCR), normality, multicollinearity, and heteroscedasticity. Then, the data analysis was conducted using SPSS 24.

RESULT AND DISCUSSION

Descriptive statistics results

Descriptive statistics were conducted to display the percentage achievement levels of the Respondent Achievement Rate (TCR) after the questionnaires were completed. Based on data processing, the TCR scores for work-life balance ranged from 64.12% to 80.59%, with an overall average of 76.68%, categorized as "Good." For the transformational leadership variable (X2), consisting of 25 items, the average TCR score was 73.27%, also falling into the "Good" category. Meanwhile, the Organizational Citizenship Behavior variable (Z) achieved an average TCR score of 81.19%, which falls under the "Very Good" category. Finally, the employee performance variable (Y), composed of 24 items, recorded an average TCR of 81.94%, also categorized as "Very Good."

Normality test results

The normality test was conducted to assess whether the data follows a normal distribution. For the variables work-life balance (X1) and transformational leadership (X2) in relation to organizational citizenship behavior (Z), the significance values were found to be greater than 0.05. Therefore, it can be concluded that these variables are normally distributed.

Multicollinearity test results

The multicollinearity test was performed to detect any high correlations among the independent variables. The results indicate no multicollinearity issues, as all Variance Inflation Factor (VIF) values are below 10 and the tolerance values are above 0.1 for the variables work-life balance, transformational leadership, and organizational citizenship behavior.

Heteroscedasticity test results

The heteroscedasticity test was conducted to examine the homogeneity of variances across the data. Using Glejser's test, the significance values for work-life balance, transformational leadership, and organizational citizenship behavior were 0.719, 0.899, and 0.238 respectively each greater than the 0.05 significance level. Thus, it can be concluded that there is no heteroscedasticity issue in this study, as all p-values are greater than 0.05.

Hypothesis testing results

The Z-test results for the mediating role of organizational citizenship behavior (Z) show the following:

For the effect of work-life balance (X1) on employee performance (Y) through Organizational Citizenship Behavior (Z), the calculated Z-value is

2.679, which is greater than the critical Z-value of 1.65, and the significance value is 0.007, less than 0.05. This indicates that organizational citizenship behavior significantly mediates the relationship between work-life balance and employee performance. Therefore, Hypothesis 6 (H6) is accepted.

For the effect of transformational leadership (X2) on employee performance (Y) through Organizational Citizenship Behavior (Z), the calculated Z-value is 2.011, which exceeds the critical Z-value of 1.65, and the significance value is 0.044, also less than 0.05. This suggests that Organizational Citizenship Behavior significantly mediates the influence of transformational leadership on employee performance. Hence, Hypothesis 7 (H7) is accepted.

Path analysis results

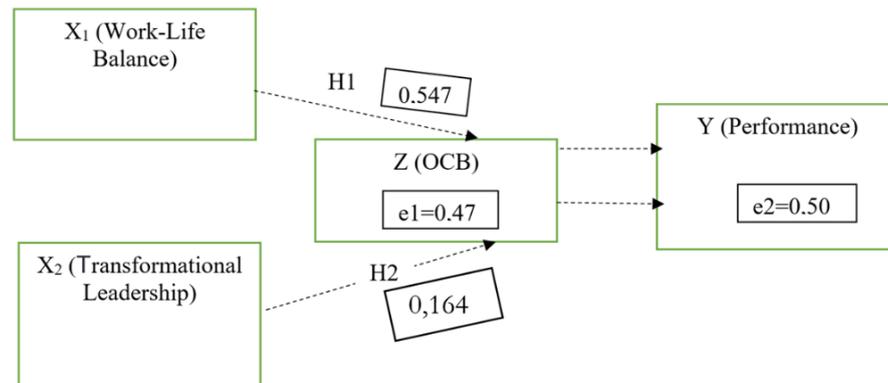


Fig 1. Path analysis

The independent variable X1 (work-life balance) has an indirect effect on the dependent variable Y (employee performance) through the mediator Z (Organizational Citizenship Behavior), with a path coefficient of 0.547. This value is obtained by multiplying the path coefficient from X1 to Z (1.019) with the path coefficient from Z to Y (0.537). Therefore, the total effect of X1 on Y is the sum of the direct effect (1.432) and the indirect effect (0.547), resulting in 1.979. This indirect effect indicates that the balance between work and personal life influences employee performance both directly and through employees' Organizational Citizenship Behavior behaviors.

The independent variable X2 (transformational leadership) has an indirect effect on Y (employee performance) via Z (Organizational Citizenship Behavior) with a path coefficient of 0.164. This is calculated by multiplying the path coefficient from X2 to Z (0.306) by the path coefficient from Z to Y (0.537). Thus, the total effect of X2 on Y is the sum of the direct effect (0.279) and the indirect effect (0.164), totaling 0.443.

In regression model 1 (predicting Organizational Citizenship Behavior from X1 and X2), the R^2 value is 0.772, meaning that 77.2% of the variance in Organizational Citizenship Behavior is explained by work-life balance and transformational leadership. The remaining 22.8% is attributed to other unmeasured variables. The error term (standardized residual) for Organizational Citizenship Behavior is 0.477 ($\sqrt{1 - 0.772}$).

In regression model 2 (predicting employee performance from X1, X2, and Z), the R^2 value is 0.746, indicating that 74.6% of the variance in employee performance is explained by the model. The remaining 25.4% is due to other external factors. The error term for employee performance is 0.503 ($\sqrt{1 - 0.746}$). These error terms suggest that there are still unaccounted variables influencing both Organizational Citizenship Behavior and employee performance, highlighting the need for further research to explore additional predictors within this context.

Organizational citizenship behavior mediates the relationship between work-life balance and the performance of educational staff

Voluntary behaviors such as Organizational Citizenship Behavior serve as an important mechanism linking external factors, such as work-life balance (WLB), with individual work outcomes. Research by [Podsakoff et al., \(2000\)](#) demonstrates that Organizational Citizenship Behavior fosters a collaborative and supportive work environment, ultimately enhancing organizational effectiveness and individual performance. One reason why Organizational Citizenship Behavior plays a significant mediating role is because these behaviors go beyond formal job requirements and add intangible value to the organization. For instance, helping behavior and organizational loyalty can enhance team synergy, accelerate task completion, and cultivate a positive work culture. In the context of this study, respondents who perceive a balance between their work and personal life are more likely to engage in Organizational Citizenship Behavior behaviors, such as assisting colleagues or taking initiative at work. According to [Charli & Mahzum, \(2022\)](#), employees with high psychological well-being, often fostered through WLB, tend to display proactive and collaborative behaviors. Therefore, Organizational Citizenship Behavior acts as a crucial bridge connecting WLB with improved performance.

Another aspect underscoring Organizational Citizenship Behavior's significant role as a mediator lies in its impact on various dimensions of performance, including work discipline, quality of output, and initiative. The high TCR (Respondent Achievement Rate) scores for Organizational Citizenship Behavior variables, reflected in statements such as "I follow work procedures without needing reminders" (86.47%) and "I always maintain integrity and ethics in accordance with organizational policies" (84.71%), indicate that Organizational Citizenship Behavior creates a strong foundation for performance improvement. When employees achieve a sense of balance between work and personal life, they are better able to focus on organizational tasks and exhibit behaviors that support shared goals. [Saidah & Mulyana, \(2024\)](#) emphasize that Organizational Citizenship Behavior not only enhances individual performance but also contributes to a productive and stable work environment, which ultimately supports the achievement of organizational objectives.

These findings have important implications for organizations to promote and support Organizational Citizenship Behavior as part of a broader strategy to improve employee performance. Organizations can create a supportive work environment by reinforcing a culture of collaboration, recognizing employee contributions, and providing opportunities for personal and professional development. Additionally, leaders should ensure that organizational reward systems encourage positive behaviors such as Organizational Citizenship Behavior. For example, flexible working arrangements and employee wellness programs can enhance Work Life Balance, which in turn encourages employees to demonstrate Organizational Citizenship Behavior. Thus, Organizational Citizenship Behavior serves not only as an indicator of organizational health but also as a strategic tool for improving long-term organizational success.

Overall, the findings of this study indicate that Organizational Citizenship Behavior plays a vital role as a mediator between Work Life Balance and employee performance. However, there remains room for improvement in certain Organizational Citizenship Behavior dimensions, such as sportsmanship and individual initiative, to maximize the positive effects of

Organizational Citizenship Behavior on performance (Haar et al., 2014). This study also opens avenues for further research into other factors that may influence the relationship between Work Life Balance, Organizational Citizenship Behavior, and performance, such as transformational leadership, organizational culture, or reward systems. A qualitative approach could be employed to explore in greater depth how Organizational Citizenship Behavior specifically affects performance across different contexts. With a more holistic and contextualized strategy, organizations can fully leverage the potential of Organizational Citizenship Behavior to achieve organizational goals and sustainably improve employee performance.

Organizational citizenship behavior mediates the relationship between transformational leadership and the performance of educational staff

Transformational leadership influences employee performance indirectly through Organizational Citizenship Behavior. This finding reinforces the idea that transformational leaders can enhance staff performance via mechanisms such as altruism, organizational loyalty, and proactive initiatives beyond formal responsibilities. In other words, transformational leadership not only directly impacts performance but also fosters a work environment conducive to voluntary behaviors that ultimately increase productivity.

The mediating role of Organizational Citizenship Behavior in the relationship between transformational leadership and performance is well-supported by existing literature. According to Podsakoff et al., (2000), Organizational Citizenship Behavior is a critical factor influencing organizational performance because it encompasses voluntary actions that go beyond employees' formal duties. This aligns with Asman & Rony, (2023), who argue that transformational leaders who are known for inspiring, motivating, and offering emotional support are more likely to encourage employees to engage in Organizational Citizenship Behavior. For instance, leaders who apply intellectual stimulation and inspirational motivation can motivate employees to assist colleagues, contribute to organizational goals voluntarily, and demonstrate loyalty to the organization (Eliza, 2024; Eliza et al., 2022, 2024). These findings resonate with theoretical frameworks that suggest Organizational Citizenship Behavior functions as a bridge linking transformational leadership styles with improvements in both individual and organizational performance.

This study corroborates the findings of Nursalam, (2020), which highlight the strong relationship between transformational leadership and Organizational Citizenship Behavior, which in turn influences organizational performance. Transformational leaders foster a conducive organizational climate through effective communication, recognition of individual contributions, and investment in team development. In this regard, Organizational Citizenship Behavior not only reflects the positive relationship between leaders and subordinates but also serves as a key driver of performance enhancement. For example, Organizational Citizenship Behavior such as assisting colleagues in need or completing additional tasks without being asked can boost work efficiency and generate team synergy. These results are reinforced by other studies showing that supportive and transformational leadership behaviors enhance affective commitment among employees, leading to increased Organizational Citizenship Behavior and improved performance.

The indirect effect of transformational leadership on performance through Organizational Citizenship Behavior is not necessarily linear. The

effectiveness of Organizational Citizenship Behavior mediation can be influenced by organizational context, workplace culture, and individual characteristics. For instance, in highly hierarchical or authoritarian environments, the impact of transformational leadership on Organizational Citizenship Behavior may be less pronounced compared to organizations with more democratic and participatory cultures (Afriyeni & Deas, 2019; Afriyeni & Fernos, 2018). Therefore, while these findings must be interpreted which has its own unique work dynamics and organizational culture they remain relevant in demonstrating the significant positive influence of transformational leadership on performance via Organizational Citizenship Behavior, regardless of organizational setting (Mahyadi & Safrizal, 2023).

Emphasize the importance of Organizational Citizenship Behavior in strengthening the link between leadership and performance. Podsakoff et al., (2000) explain that Organizational Citizenship Behavior fosters a more collaborative and harmonious work environment, which enhances organizational efficiency and productivity. In the context, this is particularly relevant, as transformational leaders who inspire and emotionally support their employees tend to create inclusive workplaces that encourage proactive behavior aligned with organizational goals. Behaviors such as helping colleagues, taking initiative, and contributing voluntarily not only improve individual performance but also generate positive team synergy.

This study confirms that Organizational Citizenship Behavior functions as an intervening variable that mediates the relationship between transformational leadership and employee performance. These findings align with previous theories and studies indicating that transformational leaders foster a work environment that supports voluntary behaviors, thereby enhancing both individual and organizational performance. However, it is essential to consider organizational context and individual characteristics when implementing this leadership model to optimize its impact. By strengthening transformational leadership and promoting Organizational Citizenship Behavior, organizations can improve employee engagement, cultivate a positive work culture, and more effectively achieve their strategic objectives.

CONCLUSION

Based on the analysis and discussion, it can be concluded that Organizational Citizenship Behavior (OCB) effectively mediates the relationship between both Work-Life Balance (WLB) and Transformational Leadership with employee performance. A balanced integration of work and personal life encourages employees to engage in OCB-related behaviors, which ultimately enhances overall performance. However, the effectiveness of this mediation is still somewhat limited by certain OCB dimensions that haven't been fully optimized. Furthermore, the internalization of a shared vision and consistent implementation of transformational leadership practices enable OCB to serve as a significant mediator in improving employee performance.

This study offers a novel contribution by thoroughly examining the dual mediating role of Organizational Citizenship Behavior (OCB) in connecting both Work-Life Balance and Transformational Leadership to the performance of educational staff within higher education institutions. Unlike previous research that often studied these relationships in isolation, our findings provide a more integrated and comprehensive understanding of how voluntary behaviors like OCB serve as a critical link, simultaneously influenced by employees' perception of work-life harmony and the inspiring actions of their leaders.

The benefits and implications of these findings are significant for higher education management. By actively promoting a culture that supports Work-Life Balance through practical policies like flexible working arrangements and employee wellness programs, and by investing in the development of transformational leaders who can inspire, motivate, and empower their staff, institutions can proactively cultivate higher levels of OCB. This, in turn, is expected to lead to demonstrably improved educational staff performance, fostering a more collaborative, efficient, and ultimately more productive academic environment. Recognizing and reinforcing OCB through reward systems and cultural norms can further amplify these positive effects, contributing to the long-term success and strategic objectives of the institution.

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