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**WORK–LIFE BALANCE, EMPLOYEE ENGAGEMENT, AND  
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG  
MILLENNIALS IN MALAYSIA’S HEALTHCARE INDUSTRY**



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UNIVERSITI UTARA MALAYSIA  
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ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG  
MILLENNIALS IN MALAYSIA’S HEALTHCARE INDUSTRY**



**Thesis Submitted to School of Business Management,  
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Master of Human Resource Management**



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## Abstrak

Kajian ini bertujuan untuk mengenal pasti kesan keseimbangan kerja-kehidupan dan penglibatan pekerja terhadap tingkah laku kewargaan organisasi dalam kalangan pekerja korporat milenial sektor penjagaan kesihatan di Lembah Klang. Pekerja milenial, yang merangkumi sebahagian besar tenaga kerja dalam sektor ini, sering berdepan cabaran untuk seimbangkan tanggungjawab profesional dengan komitmen peribadi, yang boleh membawa kepada tekanan dan pengurangan tahap penglibatan. Menggunakan reka bentuk penyelidikan kuantitatif secara keratan rentas, data dikumpul melalui soal selidik berstruktur yang diedarkan kepada 101 pekerja milenial daripada organisasi penjagaan kesihatan. Data dianalisis dengan menggunakan perisian SPSS 30.0. Dapatan kajian dijangka memberi implikasi penting terhadap amalan pengurusan sumber manusia, khususnya dalam usaha meningkatkan penglibatan pekerja, menggalakkan keseimbangan kerja-kehidupan, serta memperkukuh tingkah laku kewargaan organisasi dalam kalangan pekerja penjagaan kesihatan.

**Kata kunci:** Keseimbangan kerja-kehidupan, penglibatan pekerja, tingkah laku kewargaan organisasi, pekerja milenial, sektor penjagaan kesihatan



## Abstract

This study investigates the influence of work-life balance and employee engagement on organizational citizenship behavior (OCB) among corporate millennial employees in the healthcare sector. Millennial employees, who constitute a significant proportion of the healthcare workforce, often face challenges in balancing professional responsibilities with personal commitments, which may lead to stress and reduced engagement. Drawing upon Kahn's (1990) foundational theory on employee engagement and existing literature on work-life balance, this study adopts a quantitative, cross-sectional research design. Data were collected through structured questionnaires distributed to 101 millennial employees working in healthcare organizations. The findings are expected to provide valuable insights into how organizations can enhance employee engagement and promote OCB by addressing work-life balance issues, particularly among the millennial workforce in healthcare settings.

**Keywords:** Work-life balance, Employee engagement, Organizational citizenship behavior (OCB), Millennials, Healthcare workforce



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## List of Abbreviations

HR - Human Resources

HRO - Human Resource Outsourcing

SCL - Service Contract Letter

BSO - Business Support Operations

KPI - Key Performance Indicators

IR - Industrial Relations

EPR - Electronic Patient Record

SAA - Service Award Event

MS - Mental Stress

MHRD - Malaysian Human Resource Development

UHC - Universal Health Coverage

CI - Continuous Improvement

OCB - Organizational Citizenship Behavior

WLB - Work-Life Balance

OJT - On-the-Job Training

HRD - Human Resource Development

WB - Work Burnout



OSC - Organizational Support Commitment

OE - Organizational Engagement

MNC - Multinational Corporation

AON - Aon Hewitt (Global Consulting Firm)

MSW - Master of Social Work

RM - Ringgit Malaysia

CBA - Collective Bargaining Agreement

OC - Organizational Commitment

TQM - Total Quality Management

COVID-19 - Coronavirus Disease 2019

HRM - Human Resource Management

JHRD - Journal of Human Resource Development

IP - Intellectual Property

CPD - Continuing Professional Development

CE - Career Engagement

ET - Emotional Trauma

BP - Business Process

GA - General Assembly

AEB - At-Ease Behavior

SWOT - Strengths, Weaknesses, Opportunities, and Threats

CSR - Corporate Social Responsibility

PMP - Project Management Professional

MOU - Memorandum of Understanding

HRIS - Human Resource Information System

HRBP - Human Resources Business Partner

PE - Performance Evaluation

L&D - Learning and Development

FTE - Full-Time Equivalent

D&I - Diversity and Inclusion

PMS - Performance Management System

TNA - Training Needs Analysis

OHS - Occupational Health and Safety

SOP - Standard Operating Procedure

PMI - Project Management Institute

R&D - Research and Development

JHRD - Journal of Human Resource Development

DOL - Department of Labor

ASEAN - Association of Southeast Asian Nations



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

In the evolving dynamics of organizational success, employee behavior has become a cornerstone of productivity, sustainability, and competitiveness (Robbins & Judge, 2022). Beyond the formal job descriptions outlined in employment contracts, organizations rely on employees' voluntary actions that foster collaboration, innovation, and resilience.

Such behaviors are widely conceptualized as Organizational Citizenship Behavior (OCB), which refers to discretionary actions that support the social and psychological context of work and remain a central focus of organizational behavior research in recent years (Choi, Moon, & Ko, 2020; Khan, Ghouri, & Ahmad, 2023; Gupta & Singh, 2024).

While OCB is discretionary, research shows it does not occur in a vacuum but is shaped by workplace conditions and employee well-being. One critical determinant is Work-Life Balance (WLB). The concept of balancing work and non-work roles emerged from early discussions of role conflict. Recent research continues to expand the understanding of work-family dynamics and their impact on employee behavior. Work-family conflict has been reframed as a modern form of inter-role tension in which the demands of work and family interfere with one another, affecting employees' psychological well-being and job outcomes (Hayati & Syahrizal, 2025). In contemporary studies, work-life balance (WLB) is viewed not only as the absence of such conflict but also as the presence of enrichment between work and personal domains, where individuals actively manage boundaries through organizational and social support systems (Susilo, 2022). Employees who achieve greater WLB experience

reduced stress and higher job satisfaction, which in turn foster positive discretionary behaviors such as Organizational Citizenship Behavior (OCB), as they feel more motivated and valued within supportive environments (DwicaHyani & Gorda, 2023; Putri, Astuti, & Lestari, 2024).

Another vital predictor of discretionary organisational behaviour is employee engagement (EE) defined as the degree to which employees invest themselves physically, cognitively and emotionally in their work roles (Kahn, 1990). Contemporary research confirms that higher levels of work engagement translate into greater Organizational Citizenship Behavior (OCB) – voluntary, beneficial actions beyond formal role requirements – holding true even when accounting for personality traits and leadership influences (Krishnan et al., 2023; İsmailoğlu & Tayşir, 2025). Engaged employees are enthusiastic, committed and proactive, aligning themselves with organisational goals and supporting colleagues in ways that enhance the social and psychological work environment.

This study is particularly situated within the context of corporate millennial employees in the Malaysian healthcare industry. The term “corporate” in this research refers to employees working in support and administrative departments such as Human Resources, Finance, Procurement, Corporate Communications, Marketing, Secretary Offices, and Information Technology. These employees typically perform structured 8-to-5 working hours schedule, though certain functions (e.g., IT support, customer service, corporate communication) require flexible schedules or on-call duties. In Malaysia’s healthcare industry, corporate employees play a crucial role in sustaining operations, ensuring regulatory compliance, supporting medical professionals, and delivering patient-centred services through efficient systems.

The focus on millennial employees is critical, as this generational cohort now represents a substantial portion of Malaysia's workforce. Recent demographic analyses indicate that millennials (born between 1981 and 1996) form one of the largest working-age segments in the country, with approximately 2.79 million Malaysians aged 25–29 employed in 2021 the single largest age group in the national labour force (The Star, 2023). This trend aligns with projections by Willis Towers Watson (WTW), which estimates that by 2025, millennials together with Generation Z will constitute over 70% of Malaysia's workforce, underscoring their growing influence on organisational culture, engagement, and retention strategies (Willis Towers Watson, 2024). Within the healthcare sector, this demographic transformation is particularly visible, as hospitals increasingly rely on younger nurses and allied health professionals to address workforce shortages and ensure long-term sustainability of care delivery (Malaysia Healthcare Travel Council, 2024). Millennials are characterized by technological fluency, strong value for flexibility, and a desire for meaningful work (Dimock, 2019). Research suggests that millennials prioritize work-life balance more than previous generations (Twenge et al., 2010), are motivated by engagement and recognition (Schullery, 2013), and are more likely to leave organizations if their psychological needs are unmet (Ng & Gossett, 2013). Within the corporate healthcare sector, millennials face unique challenges, such as balancing rigid healthcare protocols with flexible corporate work arrangements, adapting to fast-paced technological changes, and meeting high expectations for service delivery. These generational characteristics make them an ideal focus group for exploring the interaction between work-life balance, engagement, and OCB.

Taken together, prior research indicates that both work-life balance and employee engagement significantly influence employees' willingness to perform OCB.

Employees who feel supported in balancing personal and professional commitments are less likely to experience burnout and more likely to demonstrate altruism and cooperation. Similarly, engaged employees invest greater effort into their work, often going beyond formal requirements to contribute positively to their organizations. However, despite the growing importance of OCB, limited studies have explored how work-life balance and employee engagement jointly influence OCB among corporate millennial employees, particularly within the healthcare industry in Malaysia. (Low et al., 2024; Krishnan et al., 2023). Addressing this gap is vital, as understanding these relationships can help organizations design policies and practices that not only support employee well-being but also foster behaviors that enhance organizational effectiveness organization.

## **1.2 Problem Statement**

The healthcare industry, globally and in Malaysia, is undergoing rapid transformation driven by post-pandemic pressures, workforce shortages, digitalization, and escalating demands for service efficiency. Within this context, millennial employees born between 1981 and 1996 constitute a substantial proportion of the healthcare workforce, including corporate departments such as Human Resources, Finance, Procurement, Corporate Communications, IT, and Marketing (Press Ganey, 2024). Unlike previous generations, millennials emphasize work-life balance (WLB), inclusivity, and meaningful work, while expecting continuous learning, career mobility, and flexible arrangements (Deloitte, 2023). However, recent evidence shows that millennials report lower engagement levels than older cohorts, with disengagement strongly associated with stress, weak WLB, and unmet career expectations (Press Ganey, 2024). In Malaysia, practical issues such as long working hours, on-call duties, and high

administrative loads have resulted in poor WLB among healthcare workers, contributing to emotional exhaustion, anxiety, and turnover intentions (Jarrar et al., 2021). Furthermore, in corporate healthcare settings, digital transformation and client-driven workloads create additional strain, undermining engagement and organizational commitment (Rajendran & Doraisamy, 2022). Despite evidence linking engagement to performance in Malaysian healthcare and pharmaceutical organizations, the combined influence of WLB and engagement on organizational citizenship behavior (OCB) employees' voluntary behaviors that sustain organizational effectiveness remains largely unexamined. This gap is crucial because OCB is widely recognized as vital for service quality, innovation, and organizational sustainability (Organ, 1988; Podsakoff et al., 2018). Yet, while both global and Malaysian studies emphasize millennials' desire for flexibility, purpose, and balance (Deloitte, 2023; Press Ganey, 2024), limited empirical evidence exists on how these factors jointly shape OCB among corporate millennial employees in Malaysia's healthcare sector (Rajendran & Doraisamy, 2022; Jarrar et al., 2021). Addressing this disconnect between theoretical understanding and practical workforce realities is essential to strengthen retention and sustain discretionary commitment among millennial talent in the post-pandemic healthcare landscape (Press Ganey, 2024).

### **1.3 Research Questions**

The study specifically aims to address the following queries. Several questions pertaining to the issues under investigation are put up in this study. In keeping with the research problem and its importance, the following questions posed by the organisation are the focus of this study:

1. Does Work-Life Balance affect Organizational Citizenship Behavior among millennial employees in the healthcare industry?
2. Does Employee Engagement affect Organizational Citizenship Behavior among millennial employees in the healthcare industry?

#### **1.4 Research Objectives**

The study specifically aims to address the following queries. Several questions pertaining to the issues under investigation are put up in this study. In keeping with the research problem and its importance, the following questions posed by the organisation are the focus of this study:

1. To examine the effect of work-life balance (WLB) on organizational citizenship behavior (OCB) in the healthcare industry.
2. To determine the effect of employee engagement on organizational citizenship behavior (OCB) in the healthcare industry.

#### **1.5 Significance of the Study**

This research investigates the effects of work-life balance (WLB) and employee engagement on organizational citizenship behavior (OCB) among corporate millennial employees in the healthcare industry in Malaysia. By focusing on millennial employees who represent a substantial and increasingly influential portion of the healthcare workforce this study seeks to understand how their unique generational characteristics, such as preference for flexibility, career development, inclusivity, and meaningful work, influence their voluntary contributions to organizational effectiveness.

The findings are expected to provide practical insights for healthcare organizations, particularly in the corporate departments (e.g., HR, Finance, Procurement, IT,

Corporate Communication, Marketing, and Secretary Offices), where employees often work structured 9-to-5 schedules but may face additional demands such as on-call responsibilities or flexible work arrangements. By examining the relationship between WLB, employee engagement, and OCB, the study can inform organizational policies and initiatives that enhance employee well-being, foster positive workplace behaviors, and ultimately improve overall organizational performance.

Furthermore, this research aims to contribute to the academic discourse on human resource management in Malaysia's healthcare sector by providing empirical evidence on how WLB and engagement jointly influence OCB among corporate millennial employees. It is anticipated that the study will support the development of targeted strategies to retain talent, enhance engagement, and cultivate a culture of discretionary positive behaviors. The results may also serve as a benchmark for other sectors seeking to maximize employee potential while addressing generational workforce challenges, thereby promoting both organizational effectiveness and long-term sustainability.

## **1.6 Scope of the Study**

This research will examine how work-life balance (WLB) and employee engagement affect organizational citizenship behavior (OCB) among corporate millennial employees in the healthcare industry in Malaysia. The study identifies WLB and employee engagement as the independent variables, while OCB serves as the dependent variable. The objective is to understand how these factors individually and collectively influence discretionary positive behaviors that go beyond formal job responsibilities, contributing to organizational effectiveness.

The study focuses specifically on corporate millennial employees, defined as individuals born between 1981 and 1996, who work in administrative and corporate

departments such as Human Resources, Finance, Procurement, IT, Corporate Communication, Marketing, and Secretary Offices. These employees typically follow structured 9-to-5 schedules but may also encounter additional demands such as on-call duties, flexible working arrangements, or remote work. By narrowing the scope to this demographic, the research aims to capture the generational nuances of work expectations, engagement, and voluntary organizational behaviors.

A quantitative, cross-sectional research design will be employed, utilizing structured questionnaires distributed to a sample of corporate millennial employees across healthcare organizations in Malaysia. This approach allows for the collection of measurable data on WLB, employee engagement, and OCB, while facilitating statistical analysis of the relationships among these variables.

While recognizing inherent limitations such as potential self-reporting biases, the challenges of quantifying subjective perceptions, and the restriction to corporate departments the study seeks to provide accurate, actionable insights. The findings are expected to guide healthcare organizations in developing strategies that enhance employee well-being, foster engagement, and encourage discretionary positive behaviors, ultimately improving organizational performance and establishing best practices for managing millennial talent.

## **1.7 Definition of Key Terms**

### **1.7.1 Organizational Citizenship Behaviour**

Organizational Citizenship Behavior is defined as discretionary, non-mandatory behavior by employees that goes beyond formal job requirements but enhances organizational functioning (Podsakoff et al., 2000).

### 1.7.2 Work Life Balance

Work-life balance refers to an individual's ability to effectively manage and allocate time, effort, and energy between work-related responsibilities and personal commitments in a manner that minimizes role conflict and enhances overall well-being (Clark, 2000).

### 1.7.3 Employee Engagement (EE)

Employee engagement is the psychological state in which employees display high levels of energy, dedication, and absorption in their work (Schaufeli & Bakker, 2004).

## 1.8 The Organisation of the Study

Chapter 1 provides the foundational elements of the research. It includes the Background of the Study, which explains the context and significance of the topic. Chapter 2 explores existing literature related to the key variables: work-life balance, organizational citizenship behavior (OCB), employee engagement, and millennial employees. Chapter 3 outlines the research design and methodology, detailing the framework, hypotheses, research design, sampling methods, data collection techniques, and data analysis procedures used in this study. Chapter 4 presents the analysis of the data collected, including descriptive and inferential statistics. Chapter 5 provides a discussion of the findings, drawing connections to the literature reviewed in Chapter 2. It presents conclusions based on the results of the analysis and outlines the implications for healthcare organizations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The function of the literature review is to establish the foundation of the study by situating the research problem within the broader academic discourse. It provides justification for the research question, theoretical framework, and methodological choices while highlighting the relevance and significance of the topic. In the context of this study, the literature review serves to explore how work-life balance and employee engagement, as key organizational factors, shape organizational citizenship behavior (OCB) among millennial employees in the healthcare sector. The millennial workforce presents unique challenges for employers due to their expectation of flexibility and their strong desire for balance between work and personal life (Smith & Nichols, 2015). This review aims to synthesize and critically assess prior studies on work-life balance, employee engagement, and OCB, drawing upon Kahn's (1990) theory of employee engagement as a guiding framework. The objective is to identify gaps in the literature, clarify conceptual linkages, and establish the rationale for investigating these relationships in healthcare settings.

#### **2.2 Organizational Citizenship Behaviour**

The concept of Organizational Citizenship Behavior (OCB) has gained prominence in organizational research since the late 1970s, reflecting the importance of employee contributions that extend beyond formal job requirements. Rooted in Katz's (1964) seminal work, OCB was initially recognized through three essential forms of behavior for organizational effectiveness: ensuring employee entry and retention within the system, dependable execution of role requirements, and voluntary innovative behaviors

that exceed prescribed duties. Building upon this foundation, Organ (1988) formally introduced OCB as discretionary behavior not directly recognized by formal reward systems but which, in the aggregate, contributes significantly to organizational functioning. Organ's perspective underscores three key aspects of OCB: it is discretionary, extends beyond formal job roles, and positively impacts organizational effectiveness.

Over time, OCB has been interpreted and refined to encompass broader social and psychological contexts. In a revision, Organ (1997) emphasized that OCB supports the maintenance of the social and psychological environment that facilitates performance, highlighting its role in sustaining healthy organizational climates. Furthermore, Organ, Podsakoff, and MacKenzie (2006) reiterated the discretionary nature of OCB, affirming that while organizations may informally reward such behaviors, OCB should not be bound to formal contracts or compensation systems. This conceptualization positions OCB as a unique form of employee contribution, shaped largely by individual volition, organizational culture, and relational dynamics.

Research has consistently identified five primary dimensions of OCB: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue (Organ, 1988). Altruism reflects helping behaviors such as supporting colleagues in need, while conscientiousness involves going beyond minimal role requirements. Courtesy refers to actions aimed at preventing workplace conflicts, sportsmanship emphasizes tolerance and refraining from complaints over trivial matters, and civic virtue represents active involvement in organizational governance. These dimensions illustrate how OCB contributes both to workplace harmony and organizational efficiency (Law, Wong, & Chen, 2005). In later developments, Podsakoff, MacKenzie, Paine, and

Bachrach (2000) expanded these dimensions into seven categories, including helping behavior, organizational loyalty, compliance, individual initiative, civic virtue, and self-development, further underscoring the multifaceted nature of OCB.

Empirical studies have demonstrated that OCB plays a vital role in enhancing individual and organizational outcomes. For instance, Farooqui (2012) found that a positive organizational climate significantly fosters OCB, linking leadership style, job characteristics, and organizational systems with discretionary employee behaviors. Similarly, transformational leadership and empowerment practices have been associated with higher OCB levels, suggesting that managerial support and employee autonomy can stimulate voluntary contributions (Jha, 2014; Kim, Losekoot, & Simon, 2013). In addition, psychological and situational factors such as work values, burnout, and personality traits have been identified as influential determinants of OCB (Liang, 2012; Alexandra, 2012). Social exchange theory further provides a compelling lens, proposing that OCB emerges as a voluntary reciprocation for organizational support and fairness (Rehan et al., 2022).

Recent studies also link OCB to employee retention, satisfaction, and performance outcomes. For example, Kane, Magnusen, and Perrewé (2012) reported that employees with a strong organizational identity are more likely to engage in OCB, while Ayesha (2009) emphasized the role of training, empowerment, and work-life balance policies in stimulating such behaviors. This evidence suggests that OCB is not only a reflection of individual willingness but also a response to supportive and fair organizational practices. In practical terms, OCB has been associated with reduced turnover intentions, enhanced teamwork, and long-term organizational success (Chien, 2004; Dyne & Lepine, 1995).

Overall, the literature highlights OCB as a critical, though discretionary, behavior that significantly contributes to organizational functioning. By transcending formal role boundaries, OCB fosters cooperation, enhances performance, and sustains a positive organizational climate. Given its reliance on both individual agency and organizational context, understanding OCB remains essential for organizations seeking to build committed, engaged, and high-performing workforces.

### **2.3 Work Life Balance**

Work-life balance (WLB) has emerged as a critical construct in organizational research, reflecting the capacity of employees to effectively manage the competing demands of professional responsibilities and personal commitments. It represents the equilibrium where individuals can meet workplace expectations while also maintaining meaningful personal and family roles (Chung & van der Lippe, 2018). In recent years, globalization, technological advancement, and the intensification of competition in service industries, particularly healthcare, have heightened the challenges employees face in sustaining this balance (Beigi & Otaye-Ebede, 2021). For millennial employees, who often prioritize autonomy, flexibility, and personal fulfillment, the pursuit of WLB is especially significant (Smith & Nichols, 2015).

A well-maintained WLB is strongly associated with positive employee outcomes, including reduced stress, higher job satisfaction, and increased engagement (Gragnano et al., 2020). In contrast, work-life conflict leads to emotional exhaustion, burnout, and reduced organizational commitment (Popoola & Fagbola, 2020). These outcomes are particularly consequential in healthcare, where employees are exposed to high workloads, irregular schedules, and emotionally demanding environments (Shirmohammadi et al., 2022). The inability to balance professional and personal roles

not only affects individual well-being but also diminishes organizational performance through absenteeism, turnover intentions, and reduced discretionary effort (Kumara & Fasana, 2018).

The relevance of WLB extends beyond employee well-being and directly links to organizational behaviors such as employee engagement and Organizational Citizenship Behavior (OCB). According to Social Exchange Theory, when organizations demonstrate support for employees' work-life needs through flexible scheduling, wellness initiatives, or family-friendly policies, employees reciprocate with higher levels of engagement and discretionary behaviors that go beyond formal job descriptions (Ayesha, 2009; Rehan et al., 2022). In this regard, WLB not only enhances engagement but also fosters OCB, as employees who feel valued and supported are more likely to contribute positively to organizational effectiveness (Podsakoff et al., 2000).

Moreover, empirical evidence suggests that achieving WLB can act as a catalyst for sustaining employee engagement, which in turn serves as a pathway to improved OCB. For instance, Waheed and Satti (2020) found that employees who experience a balanced lifestyle report stronger emotional and cognitive engagement at work, leading to proactive behaviors such as helping colleagues and demonstrating loyalty to the organization. Similarly, Gragnano et al. (2020) emphasize that a favorable balance between work and personal demands enhances overall life satisfaction, thereby stimulating employees to invest additional effort in their roles. Within healthcare, where teamwork, empathy, and commitment are vital, the indirect influence of WLB on OCB through engagement is particularly critical.

In conclusion, the literature consistently highlights the pivotal role of WLB not only in sustaining employee health and satisfaction but also in shaping higher-order behaviors that benefit organizations. By supporting employees in balancing work and personal roles, organizations can cultivate a workforce that is both engaged and inclined toward OCB. This underscores the significance of examining WLB as a determinant of employee engagement and discretionary behavior, especially among millennial healthcare employees who represent the evolving dynamics of the contemporary workforce.

#### **2.4 Employee Engagement**

Employee engagement is increasingly recognized as a critical determinant of both individual and organizational effectiveness, extending far beyond basic employee satisfaction. At its core, employee engagement reflects the psychological connection and commitment that employees develop toward their organization, their colleagues, and their roles (Kahn, 1990; Shifrin & Michel, 2022). Engaged employees demonstrate higher levels of energy, dedication, and absorption in their work, which in turn fosters positive discretionary behaviours that benefit the organization. This conceptualization links directly to Organizational Citizenship Behaviour (OCB), as employees who are engaged are more likely to voluntarily exceed formal job requirements and support the collective goals of their workplace (Rich et al., 2010).

Contemporary scholars argue that employee engagement is not a static state but a dynamic process influenced by both organizational practices and individual resources. According to Saks (2019), engagement is shaped by the balance between job demands and job resources, with supportive leadership, recognition, and growth opportunities serving as key enablers. These organizational factors reinforce employees' sense of

meaning and belonging, encouraging behaviours that go beyond contractual obligations. When employees feel valued and supported, they exhibit higher levels of OCB, such as helping colleagues, demonstrating loyalty, and proactively contributing to organizational improvement (Kim et al., 2013).

Moreover, engagement is closely intertwined with work-life balance (WLB), which has been identified as an essential antecedent to sustained engagement. Employees who perceive a healthy equilibrium between their professional and personal lives are less prone to burnout and disengagement, thereby fostering higher levels of energy and enthusiasm at work (Waheed & Satti, 2020). In contrast, poor WLB often leads to stress, exhaustion, and withdrawal behaviours, undermining both engagement and citizenship behaviours. As Shirmohammadi et al. (2022) note, organizations that implement flexible work arrangements and prioritize employee well-being cultivate stronger engagement levels, which translate into increased willingness to go “above and beyond” in the workplace.

Engagement is also reinforced through opportunities for continuous learning and career development. Decuyper and Schaufeli (2019) argue that employees are more engaged when they perceive avenues for growth, mastery, and professional progress. This is particularly important for younger generations, such as millennials, who value skill development and purposeful work as key drivers of engagement (Adisa et al., 2021). Such engagement not only improves individual performance but also strengthens collective outcomes, including OCB, since employees who grow with their organization are more likely to display loyalty and contribute positively to their peers' success.

Technology and innovation have also emerged as catalysts for engagement in contemporary workplaces. Digital platforms that promote collaboration, recognition, and open communication can strengthen employees' sense of connectedness and belonging (Mihardjo et al., 2020). In turn, this connectedness fuels the expression of OCB, as employees engage in knowledge-sharing, cooperative problem-solving, and proactive communication that benefits the organization. Conversely, when technology blurs boundaries and erodes personal time, engagement levels decline, reinforcing the vital interplay between WLB and engagement.

Global workforce studies further underscore the significance of employee engagement. For instance, Gallup's (2021) international survey reported that engaged employees are 87% less likely to leave their organizations, highlighting the retention benefits of cultivating engagement. Similarly, Bakker et al. (2023) demonstrated that engaged employees deliver a 20% performance increase, while disengaged employees often contribute to inefficiencies, absenteeism, and turnover. Importantly, these engagement outcomes extend beyond individual productivity and directly shape the prevalence of OCB, as engaged employees consistently invest discretionary effort that strengthens organizational performance (Organ, 2018).

Taken together, the literature emphasizes that employee engagement is a multifaceted construct shaped by organizational culture, leadership, recognition, and the balance between work and personal life. Engaged employees not only achieve higher levels of performance but also actively display organizational citizenship behaviours that sustain organizational growth and competitiveness. By integrating strategies that enhance engagement and safeguard work-life balance, organizations can create a committed

workforce that is intrinsically motivated to go beyond formal job requirements and contribute to long-term organizational success.

## **2.5 The Relationship between Work Life Balance and Organizational Citizenship Behaviour**

### **2.6 Organizational Citizenship Behaviour (OCB)**

Work–life balance (WLB) has become a central focus in organizational behavior research due to its significant implications for employee well-being, satisfaction, and discretionary performance outcomes such as Organizational Citizenship Behavior (OCB) (Karatepe, Rezapouraghdam, & Hassannia, 2023). Employees who perceive a healthy balance between professional and personal life tend to experience reduced stress and higher psychological well-being, which in turn promotes voluntary behaviors that go beyond formal job requirements (Jena & Pradhan, 2020). WLB fosters positive emotional states and organizational attachment, motivating employees to contribute altruistically, assist colleagues, and support organizational goals (Soomro et al., 2022). In contrast, poor WLB often leads to emotional exhaustion, absenteeism, and lower engagement, which suppresses OCB-related behaviors such as helping and civic virtue (Karatepe et al., 2023). Within the Malaysian context, healthcare employees who report higher WLB demonstrate greater teamwork and willingness to assist others, reflecting a strong linkage between balance and prosocial work behavior (Jarrar et al., 2021). This relationship suggests that when organizations provide flexibility, adequate rest periods, and supportive policies, employees reciprocate with enhanced organizational citizenship behaviors as a form of socio-emotional return. (Karatepe, Rezapouraghdam, & Hassannia, 2023). Therefore, it is hypothesized that:

H1: Work–life balance has a significant relationship with Organizational Citizenship Behavior (OCB).



## **2.7 The Relationship Between Employee Engagement (EE) and Organizational Citizenship Behavior (OCB)**

Employee engagement (EE) is defined as a positive, fulfilling, work-related state characterized by vigor, dedication, and absorption, which motivates employees to invest effort beyond formal job expectations (Schaufeli, 2021). Highly engaged employees tend to demonstrate greater enthusiasm, resilience, and commitment toward their roles, leading to the exhibition of extra-role behaviors such as OCB (Saks & Gruman, 2023). Numerous empirical studies have confirmed that engagement positively influences OCB by enhancing employees' emotional connection to their organization and willingness to contribute to collective success (Alfes et al., 2022). When employees experience engagement, they are more inclined to help colleagues, share knowledge, and advocate for the organization, reflecting the interpersonal and organizational dimensions of OCB (Bakker et al., 2023). Conversely, low engagement levels have been linked to withdrawal behaviors and reduced discretionary effort, weakening OCB and team cohesion (Chaudhary & Panda, 2022). In the healthcare context, engagement fosters a sense of purpose and belonging, encouraging employees to extend supportive, altruistic behaviors that improve both patient care and organizational performance (Karatepe et al., 2023). Therefore, based on these findings, it is hypothesized that:

H2: Employee engagement has a significant relationship with Organizational Citizenship Behavior (OCB).

## **2.8 Underpinning Theory**

Social Exchange Theory (SET), conceptualized by Blau (1964), is grounded in the principle of “give and take” in workplace relationships. It posits that when employees perceive valuable support from their organization whether socio-emotional (trust, recognition, fairness) or instrumental (flexibility, resources, growth opportunities) they feel an obligation to reciprocate through positive discretionary behaviors that benefit the organization (Cropanzano & Mitchell, 2005).

In the context of this study, when organizations “give” employees supportive policies such as flexible scheduling, wellness programs, or manageable workloads, employees “take” these benefits as signals of care and fairness. In return, they “give back” by engaging in OCB helping colleagues, volunteering for tasks, and showing loyalty to the organization. This reciprocity reflects the SET principle that organizational support fosters employee willingness to go beyond formal job requirements.

When organizations “give” employees meaningful work, recognition, and opportunities for involvement, employees “take” these as signs of trust and value. Engaged employees then “give back” by demonstrating higher levels of OCB such as initiative, cooperation, and advocacy for organizational goals. Engagement thus acts as a relational exchange where emotional investment is reciprocated with discretionary effort.

The strongest exchange occurs when organizations simultaneously “give” both balance and engagement opportunities. Employees “take” these as holistic support for their well-being and professional growth, and in return, they “give back” through sustained OCB. This integrated exchange strengthens trust, loyalty, and fairness perceptions, making employees more likely to contribute voluntarily to organizational success.

Recent studies confirm that SET is particularly relevant in the post-pandemic era, where millennial employees value relational exchanges rooted in psychological and emotional fulfilment rather than purely transactional rewards (Press Ganey, 2024; Saks & Gruman, 2023). Thus, SET provides a unifying theoretical lens for this study, explaining how reciprocal exchanges between healthcare organizations and employees drive voluntary, citizenship-oriented behaviors essential for organizational sustainability.

## **2.9 Summary of the Chapter**

This chapter emphasized the increasing importance of Organizational Citizenship Behavior (OCB) in enhancing organizational effectiveness, particularly within Malaysia's healthcare industry. OCB, defined as employees' voluntary actions that go beyond formal job duties, contributes to teamwork, service quality, and institutional sustainability (Organ, 1988; Podsakoff et al., 2000). While global and local research has examined OCB extensively, limited attention has been given to its relationship with Work-Life Balance (WLB) and Employee Engagement (EE) among millennial employees in healthcare organizations (Jarrar et al., 2021; Rajendran & Doraisamy, 2022; Press Ganey, 2024).

Millennials, who now make up a substantial proportion of Malaysia's healthcare workforce, seek flexibility, inclusivity, and meaningful work, yet often experience stress and disengagement due to demanding work conditions and limited WLB support (Deloitte, 2023; Press Ganey, 2024). Prior studies suggest that WLB enhances employees' psychological well-being and fosters discretionary behaviors such as OCB (Haar et al., 2014; Watanabe & Falci, 2016), while EE increases emotional connection and motivation toward organizational goals (Saks, 2006; Schaufeli, 2017). However,

there remains a critical gap in understanding how these two variables jointly influence OCB within Malaysia's healthcare corporate context (Rajendran & Doraisamy, 2022).

Grounded in Social Exchange Theory (SET) (Blau, 1964), this study posits that when organizations provide supportive work environments through balanced workloads, flexibility, and engagement practices employees are likely to reciprocate with enhanced OCB as a socio-emotional return (Cropanzano & Mitchell, 2005). Addressing this gap contributes to both theory and practice by deepening understanding of the WLB–EE–OCB nexus, and by offering actionable insights for improving millennial retention and organizational sustainability in Malaysia's healthcare industry.



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter outlines the research methodology to examine the influence of work-life balance (WLB) and employee engagement (EE) on organizational citizenship behavior (OCB) among corporate millennial employees in the Malaysian healthcare industry. In this chapter it will be describes the research design, unit of analysis, target population, sampling techniques, data collection procedures, and data analysis methods employed to achieve the research objectives.

A quantitative, descriptive research design will be applied to explore the relationships between two independent variables work-life balance and employee engagement and the dependent variable, organizational citizenship behavior.

A questionnaire will be distribute to respondent and the respondents will be selected through stratified random sampling to ensure adequate representation of corporate departments within the healthcare sector.

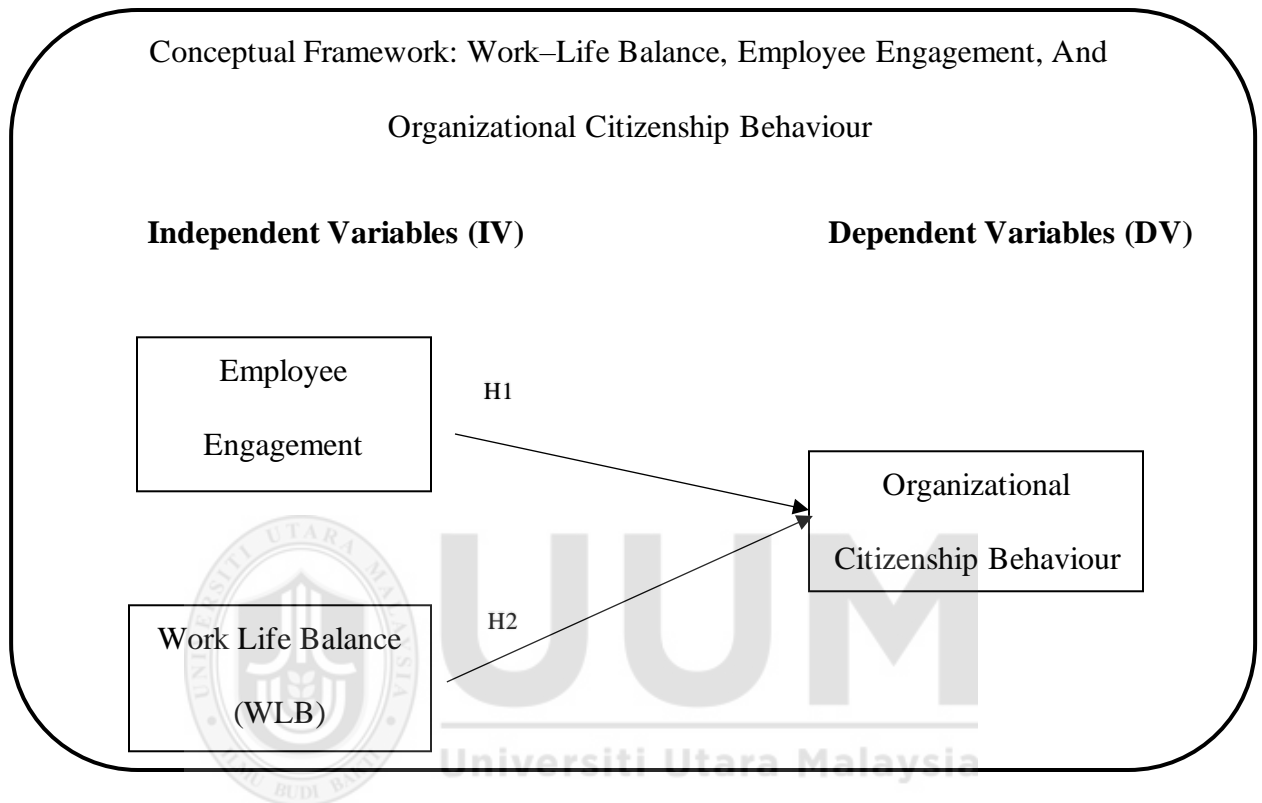
Data collected will be analyzed using statistical techniques, including descriptive statistics, reliability and validity testing, correlation analysis, and multiple regression analysis, to assess the strength and direction of relationships between the variables.

#### **3.2 Research Framework**

The conceptual framework in Figure 3.1 has been completed to examine the relationship between independent variable, Work Life Balance and Employee

Engagement on the dependent variable Organizational Citizenship Behaviour among millennial employee in healthcare industry.

Figure 3.1  
*Research Framework*



### 3.3 Research Design

This study adopts a descriptive quantitative design, which is suitable for examining and analyzing relationships among variables within a defined population at a single point in time (Creswell & Creswell, 2023).

The research process began with identifying issues relevant to the study context, such as the challenges corporate millennial employees face in balancing work and personal life. Based on these issues, research questions and objectives were formulated. A thorough review of the literature provided a foundation for understanding the

theoretical and empirical perspectives related to work-life balance, employee engagement, and organizational citizenship behavior.

The next step involved developing a structured questionnaire. After receiving approval from relevant stakeholders, the questionnaire was distributed to the selected sample. A three-week period was allocated for data collection, during which responses were gathered and compiled for analysis.

The data analysis phase involved testing the hypotheses and examining the relationships between the independent variables (work-life balance and employee engagement) and the dependent variable (organizational citizenship behavior). Statistical methods were employed to ensure robust and reliable findings.

The final stages of the research process include interpreting the results, drawing conclusions, and providing recommendations for future research. The study aims to offer actionable insights into how healthcare organizations can enhance organizational citizenship behavior by fostering better work-life balance and employee engagement among millennial employees.

### **3.4 Measurement of variables**

Work-life balance (WLB) was measured using four items adapted from Greenhaus and Allen (2011), which assess employees' perceptions of their ability to maintain equilibrium between work and personal life. The items reflect the extent to which employees feel supported by their organization in managing personal and professional responsibilities, as well as the degree to which work interferes with personal commitments. These measures capture both the structural and perceptual dimensions

of WLB that are critical in understanding employees' discretionary behaviors in the workplace.

Employee engagement was assessed through four items adapted from Schaufeli et al. (2006), designed to measure vigor, dedication, and absorption in work activities. The items evaluate employees' enthusiasm toward their jobs, their sense of inspiration and energy while working, and their level of immersion in daily tasks. These elements represent key psychological components of engagement, which are linked to higher motivation and stronger identification with organizational goals.

The dependent variable, Organizational Citizenship Behavior (OCB), was measured using four items adapted from Podsakoff et al. (1990). These items assess employees' voluntary actions that contribute to the effectiveness of the organization, such as helping colleagues, taking initiative to improve work processes, assisting others with work-related problems, and participating in activities beyond formal job requirements. The selection of these items ensures that OCB is captured as a multidimensional construct encompassing helping behavior, civic virtue, and conscientiousness.

All items were measured using a five-point Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). The scales were adapted to fit the corporate healthcare context, ensuring clarity and relevance to millennial employees working in administrative and support departments. Reliability testing will be conducted, and Cronbach's alpha values above the 0.70 threshold will indicate acceptable internal consistency, ensuring the robustness and validity of the measurement instruments employed in this study. The items and sources are summarized in Table 3.1.

Table 1: Items and the origin of the items for every variable

Item	Survey Items	Source
Work Life Balance (WLB)	<ul style="list-style-type: none"> <li>• My job allows me to maintain a healthy balance between work and personal life.</li> <li>• I have enough time to spend with my family and friends outside of work.</li> <li>• My organization supports my need to manage my personal and professional commitments effectively.</li> <li>• I rarely feel conflicted between work and personal responsibilities.</li> </ul>	Greenhaus & Allen (2011)
Employee Engagement	<ul style="list-style-type: none"> <li>• I am enthusiastic about my job.</li> <li>• I feel energized when I am working.</li> <li>• My work inspires me.</li> <li>• I am fully absorbed in my tasks at work.</li> </ul>	Schaufeli et al. (2006)
Organizational Citizenship Behavior (OCB)	<ul style="list-style-type: none"> <li>• I willingly help my colleagues with their work.</li> <li>• I take the initiative to improve work processes.</li> <li>• I voluntarily assist others with work-related problems.</li> <li>• I consistently attend and participate in work-related events beyond job requirements.</li> </ul>	Podsakoff et al. (1990)

### 3.5 Data Collection

#### 3.5.1 Sampling Techniques

Given the relatively small and accessible population, this study adopts a census sampling technique. All 135 millennial employees working in the corporate division of the healthcare industry in Kuala Lumpur were selected to participate in the research. This region was chosen due to its accessibility and the presence of major healthcare institutions, facilitating effective data collection.

### 3.5.2 Population

The population for this study comprises corporate millennial employees working in the corporate divisions of selected healthcare institutions located within Kuala Lumpur. Kuala Lumpur was chosen due to its concentration of major healthcare providers and corporate support functions, which provide a representative setting for examining work–life balance, employee engagement, and organizational citizenship behaviour within Malaysia’s healthcare corporate environment (Malaysia Healthcare, 2024). For the purposes of this study, “millennial employees” are defined as individuals born between 1981 and 1996 who are employed in corporate departments such as Human Resources, Finance, Procurement, Information Technology, Corporate Communications, Marketing, and Secretary Offices. The study population includes all accessible millennial employees within the selected institutions’ corporate divisions, reflecting the target group whose work arrangements and discretionary behaviours are central to the research objectives.

This study utilized stratified random sampling, focusing exclusively on employees within the corporate division of selected healthcare institutions. This approach ensures proportional representation of various job roles within the corporate sector while maintaining the study's specific scope. By applying this method, potential sampling bias is minimized, and diverse perspectives within the corporate division are adequately captured.

### 3.5.3 Sample Size

The target population for this study consists of 135 millennial employees (born between 1981 and 1996) working in the corporate division of the healthcare industry in Kuala

Lumpur, Malaysia. This region was chosen due to its accessibility and the presence of major healthcare institutions, facilitating effective data collection.

To determine the appropriate sample size, Krejcie and Morgan's (1970) guideline was applied, which suggested a minimum of 100 respondents. In total, 101 responses were successfully collected, ensuring sufficient statistical power for analysis.

This study utilized stratified random sampling, focusing exclusively on employees within the corporate division of selected healthcare institutions. This approach ensures proportional representation of various job roles within the corporate sector while maintaining the study's specific scope. By applying this method, potential sampling bias is minimized, and diverse perspectives within the corporate division are adequately captured.

*Table for Determining Sample Size of a Known Population*

N	S	N	S	N	S	N	S	N	S
10	10	160	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	173	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

*Note: N is Population Size; S is Sample Size* *Source: Krejcie & Morgan, 1970*

Figure 2: Sample Size Table

Source: Krejcie and Morgan (1970)

### 3.5.4 Data Collection Procedures

A pilot test was carried out prior to the main data collection phase to evaluate the reliability, clarity, and structural adequacy of the questionnaire measuring work-life balance (WLB), employee engagement, and organizational citizenship behavior (OCB) among millennial employees in the corporate healthcare sector. Pilot testing is essential in quantitative research because it allows researchers to identify issues related to ambiguous wording, scale inconsistency, and content relevance before distributing the final survey. According to Bujang et al. (2024), a minimum of 30 participants is sufficient to assess internal consistency using Cronbach's Alpha, ensuring adequate statistical power for reliability testing.

Table 2: Questionnaire Design

<b>Section</b>	<b>Description</b>
Section A	Respondent Demographics: Gender, age group, job category, years of experience, type of healthcare facility, work schedule type
Section B	Contains 4 items on Work-Life Balance (WLB)
Section C	Contains 4 items on Employee Engagement
Section D	Contains 4 items on Organizational Citizenship Behavior (OCB)

A total of 30 millennial healthcare administrative and support staff were selected to participate in the pilot test. These respondents were excluded from the final dataset to prevent response bias. Feedback from the pilot participants resulted in minor refinements to several questionnaire items, particularly to ensure that terminology aligned with the corporate healthcare environment and resonated with employees familiar with organizational processes. The language of certain items was adjusted for clarity, cultural relevance, and contextual accuracy.

All measurement items were rated on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Items for WLB were adapted from Greenhaus and Allen (2011), employee engagement items were adapted from Schaufeli et al. (2006), and OCB items were adapted from Podsakoff et al. (1990). The pilot test also helped confirm the suitability of these adapted scales within the Malaysian healthcare context.

### **3.6 Pilot Test**

A pilot test was carried out before the actual data collection to evaluate the reliability, clarity, and structure of the questionnaire measuring work-life balance (WLB), employee engagement, and organizational citizenship behavior (OCB) among millennial employees in the corporate healthcare sector. Pilot testing plays a critical role in survey-based research because it helps identify potential issues such as unclear wording, inconsistent scale interpretation, and formatting problems before distributing the full instrument. As noted by Hertzog (2008), a sample size of approximately 30 participants is generally adequate for assessing the feasibility and internal consistency of research instruments in a pilot study.

In this study, 30 millennial administrative and support employees working in corporate divisions of healthcare organizations were selected to participate in the pilot test. These

individuals were excluded from the final sample to prevent response bias and ensure the integrity of the main dataset. Feedback obtained from the pilot participants resulted in minor refinements to several questionnaire items, particularly to improve clarity and enhance alignment with terminology commonly used in the corporate healthcare environment. Adjustments were also made to ensure that the language resonated with millennial respondents and reflected the administrative context of the healthcare industry. Additionally, minor formatting improvements were made to enhance the overall readability and flow of the questionnaire.

### **3.7 Techniques of Data Analysis**

#### **3.7.1 Reliability Test**

A reliability test was conducted to evaluate the internal consistency of the research instrument measuring Work-Life Balance (WLB), Employee Engagement, and Organizational Citizenship Behavior (OCB). Cronbach's Alpha was used as the primary indicator because it assesses how well the items within each construct correlate and consistently represent the underlying concept. A Cronbach's Alpha value of 0.70 is typically considered acceptable, values exceeding 0.80 reflect good reliability, and values greater than 0.90 indicate excellent internal consistency (Khanal & Chhetri, 2024).

This analysis ensures that measurement items adapted from Greenhaus and Allen (2011), Schaufeli et al. (2006), and Podsakoff et al. (1990) are reliable for use among millennial employees in the corporate healthcare setting. Establishing adequate reliability is a prerequisite before conducting further inferential analysis such as correlation and regression.

### 3.7.2 Descriptive Analysis

Descriptive analysis was used to summarize the demographic characteristics of respondents and ensure data accuracy before inferential testing. Frequency and percentage distributions were generated for demographic variables such as gender, age, job role, and years of experience, which is aligned with standard recommendations in quantitative HR research (Yusuf & Mahmud, 2022).

Meanwhile, mean and standard deviation values were computed for all items measuring work-life balance (WLB), employee engagement, and organizational citizenship behaviour (OCB) to capture central tendency and dispersion. This approach is consistent with Firdaus and Rahim (2022), who emphasize that descriptive statistics are essential for identifying response patterns, validating data integrity, and preparing datasets for correlation and regression analysis.

### 3.7.3 Pearson Correlation

Pearson correlation analysis will be conducted to examine the linear relationships between the independent variables, Work-Life Balance and Employee Engagement, and the dependent variable, Organizational Citizenship Behavior (Cohen, 1988). This statistical technique is suitable for continuous data and allows researchers to determine both the strength and direction of relationships between variables (Field, 2018).

The Pearson correlation coefficient ( $r$ ) ranges from -1 to +1, where values closer to  $\pm 1$  indicate a stronger relationship, and values near 0 suggest weak or no relationship (Sekaran & Bougie, 2016). According to Cohen (1988), correlation coefficients of 0.10 to 0.29 indicate a weak relationship, 0.30 to 0.49 a moderate relationship, and 0.50 or above a strong relationship. Pearson correlation analysis is essential in identifying

potential associations among workplace variables before proceeding to regression analyses (Field, 2018; Sekaran & Bougie, 2016).

#### 3.7.4 Multiple Regression

Multiple regression analysis will be used to examine the combined and individual influence of Work-Life Balance and Employee Engagement on Organizational Citizenship Behavior (Hair et al., 2014). This technique allows for the assessment of how well the set of independent variables predicts the outcome variable (Field, 2018). It also identifies the strength and statistical significance of each predictor when considered simultaneously (Hair et al., 2014).

Key outputs include the R-squared value, which indicates the proportion of variance in OCB explained by the predictors (Field, 2018), beta coefficients ( $\beta$ ) representing the direction and strength of each predictor (Hair et al., 2014), and significance levels (p-values) to determine whether the predictors make statistically meaningful contributions (Field, 2018). Multiple regression is widely applied in organizational research to test theoretical models and hypotheses, particularly when evaluating workplace behaviors in structured corporate environments (Hair et al., 2014).

### 3.8 Summary of the Chapter

This chapter has outlined the research methodology employed to examine the influence of Work-Life Balance and Employee Engagement on Organizational Citizenship Behavior among corporate millennial employees in the healthcare industry in Malaysia. Specifically, the study aims to explore how these independent variables contribute individually and collectively to employees' discretionary behaviors that enhance organizational effectiveness.

## CHAPTER FOUR

### RESULTS

#### 4.1 Introduction

This chapter presents the findings of the study based on the analysis conducted using SPSS on the data collected from respondents. The first section provides an overview of the demographic profile of the respondents. This is followed by the reliability analysis and descriptive analysis, which assess the goodness of the measures used in this study. Finally, the chapter discusses the results of hypothesis testing, using correlation analysis and multiple regression analysis to examine the relationships between the study variables.

#### 4.2 Demographic Statistic

There are total of 101 respondents participated in this study. The gender distribution is 53.5% of the respondents were female, while the remaining 46.5% were male. This indicates a relatively balanced gender composition, with a slight majority of female respondents. Respondents also varied in terms of age groups, reflecting a diverse range of working professionals. The largest proportion of respondents (41.6%) fell within the 29 to 34 years old category, followed by 33.7% who were aged 35 to 39 years old. Meanwhile, 12.9% of the respondents were in the 40 to 42 years old age group, and the remaining 11.9% were aged 43 to 44 years old. The findings suggest that most respondents were in their late twenties to late thirties, an age range commonly associated with career progression and stability in the workforce. For work experience, respondents exhibited varying levels of tenure within their respective organizations. A total of 29.7% of respondents had less than two years of working experience, suggesting that a significant portion of participants were relatively new to their roles or

organizations. The highest percentage of respondents (41.6%) reported having between two to five years of experience, indicating that a substantial proportion of employees had gained moderate experience within their workplaces. Meanwhile, 28.7% of respondents had been employed for more than five years, representing a group of more experienced employees who had spent a longer duration in their respective roles.

Furthermore, respondents were also asked about their work schedules to assess the nature of their job arrangements. A significant majority, accounting for 78.2%, reported working fixed daytime hours, which is a common work structure in various industries, particularly in professional and administrative roles. Meanwhile, 10.9% of respondents indicated that they had flexible working hours, suggesting that their work arrangements allowed for some degree of adaptability in their schedules. The remaining 10.9% of respondents reported working in rotational shifts, including night shifts, which are typically observed in industries that require continuous operations, such as healthcare, manufacturing, and customer service. Overall, the demographic profile of respondents indicates a well-distributed sample across gender, age, work experience, and job scheduling types. The data collected provides a comprehensive understanding of the characteristics of the respondents, which is essential in interpreting the subsequent findings of this study. Table 3 below show the summary of the demographic statistic.

Table 3: Demographic statistic

<b>Demographic Characteristics</b>	<b>Frequency (N=101)</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Male	47	46.50%
Female	54	53.50%
<b>Age Group</b>		
29 - 34 years old	42	41.60%
35 - 39 years old	34	33.70%
40 - 42 years old	13	12.90%
43 - 44 years old	12	11.90%
<b>Work Experience</b>		
Less than 2 years	30	29.70%
2 - 5 years	42	41.60%
More than 5 years	29	28.70%
<b>Work Schedule</b>		
Fixed daytime hours	79	78.20%
Flexible hours	11	10.90%
Rotational shift (including night shifts)	11	10.90%

### 4.3 Descriptive Analysis

This study utilized a 5-point Likert scale, where 1 represents Strongly Disagree, 2 represents Disagree, 3 represents Neutral, 4 represents Agree, and 5 represents Strongly Agree. In this scale, a mean score below 3.0 is considered low, 3.0 is average, and above 3.0 is high.

From the descriptive statistics, all key constructs Work-Life Balance, Employee Engagement, and Organizational Citizenship Behavior recorded mean scores above 3.0, indicating generally positive perceptions among respondents. Specifically, the mean scores were:

- Work-Life Balance: 3.47 (SD = 0.933)
- Employee Engagement: 3.47 (SD = 0.933)
- Organizational Citizenship Behavior: 3.47 (SD = 0.933)

These values suggest that respondents tended to agree with the statements related to these constructs, and the standard deviations below 1.0 indicate relatively low variability in responses, reflecting a moderate level of consensus.

Table 4: Descriptive Analysis

Variable	Mean	Std. Deviation	Minimum	Maximum
Work-Life Balance	3.47	0.933	1.00	5.00
Employee Engagement	3.47	0.933	1.00	5.00
Organizational Citizenship Behavior	3.47	0.933	1.00	5.00

#### 4.4 Data Screening

##### 4.4.1 Reliability

This study employed Cronbach's alpha to assess inter-item consistency reliability. According to Hair, Anderson, Tatham, and Black (1998), the acceptable reliability threshold for Likert scale items with fewer than ten items is Cronbach's alpha  $\geq 0.7$ . However, values between 0.60 and 0.70 are considered the lower limit of acceptability.

Similarly, Hair et al. (2007) suggest that Cronbach's alpha values below 0.7 may still be acceptable depending on research objectives. Sekaran (2000) states that the minimum acceptable Cronbach's alpha is 0.60, and other scholars, such as Briggs and Cheek (1986) and Cavana et al. (2001), consider 0.6 acceptable in social science research, particularly with larger sample sizes. Nunnally and Bernstein (1994) also support this view in social science research contexts.

Based on the reliability analysis, all constructs demonstrated strong internal consistency. Employee Engagement recorded the highest reliability with a Cronbach's alpha of 0.958, followed closely by Organizational Citizenship Behavior at 0.952. The unnamed scale (likely Work-Life Balance) showed a Cronbach's alpha of 0.869, which is also considered highly reliable. All values exceeded the minimum threshold of 0.7, confirming the reliability of the measurement instruments used in this study.

Table 5: Reliability

<b>Variable</b>	<b>No. of Items</b>	<b>Cronbach's Alpha</b>	<b>Interpretation</b>
Work-Life Balance (Unnamed Scale)	5	0.869	High Reliability
Employee Engagement	5	0.958	Excellent Reliability
Organizational Citizenship Behavior	5	0.952	Excellent Reliability

#### 4.4.2 Linearity Test

The linearity test was conducted to confirm whether the assumption of a linear relationship between the independent and dependent variables is satisfying as essential requirement for the validity of parametric analyses such as multiple regression (Ichsan et al., 2021). A significance value (Sig.) greater than 0.05 for the deviation from

linearity indicates that the relationship between variables can be considered linear, whereas a Sig. value less than 0.05 suggests a potential non-linear relationship. Based on the results in table 6, the relationship between Organizational Citizenship Behavior and Employee Engagement was found to be linear, as the Sig. value for deviation from linearity was 0.120, which is greater than 0.05. However, the relationship between Organizational Citizenship Behavior and Work-Life Balance showed a Sig. value of 0.000, indicating a potential deviation from linearity.

Table 6: Linearity Test

<b>Variables</b>	<b>Number of Items</b>	<b>N</b>	<b>df</b>	<b>Sig. (Deviation from Linearity)</b>	<b>Remarks</b>
OCB * Work-Life Balance	5	103	16	0.000	Non-linear relationship
OCB * Employee Engagement	5	103	15	0.120	Linear relationship

#### 4.4.3 Normality Test

To assess whether the data met the assumptions of normal distribution, both the Kolmogorov–Smirnov (K–S) and Shapiro–Wilk (S–W) tests were conducted for each variable: Work-Life Balance, Employee Engagement, and Organizational Citizenship Behavior. As shown in Table 7, the significance values for all variables under both tests were less than 0.05, indicating that the data deviated from a perfectly normal distribution.

Specifically, for the Kolmogorov–Smirnov test, Work-Life Balance (Sig. = 0.000), Employee Engagement (Sig. = 0.000), and Organizational Citizenship Behavior (Sig. = 0.000) all recorded p-values below the threshold. Similar results were found using the Shapiro–Wilk test, with all variables also showing Sig. = 0.000.

However, according to Ghasemi and Zahediasl (2012), normality tests such as K–S and Shapiro–Wilk are highly sensitive to large sample sizes, often producing statistically significant results even when the distribution is approximately normal. Additionally, Kim and Park (2019) emphasized that graphical methods and distribution shapes should complement statistical tests in assessing normality. In this study, the P–P plots and histograms demonstrated that the data approximated a normal curve, supporting the assumption that the data are sufficiently normal for parametric analysis.

Table 7: Normality Test

Variable	Kolmogorov–Smirnov <sup>a</sup>	df	Sig.	Shapiro–Wilk	df	Sig.
Work-Life Balance	0.149	103	0.000	0.882	103	0.000
Employee Engagement	0.201	103	0.000	0.851	103	0.000
Organizational Citizenship Behavior	0.235	103	0.000	0.831	103	0.000

a. Lilliefors Significance Correction

Figure 3: Work Life Balance plot

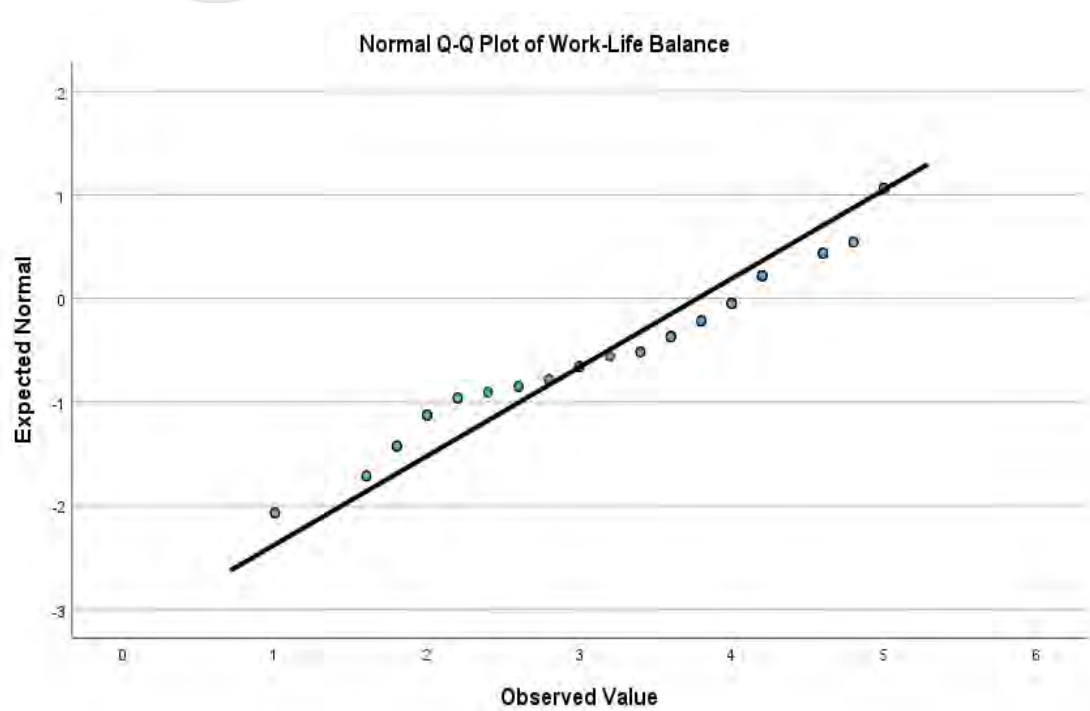


Figure 4: Employee Engagement Plot

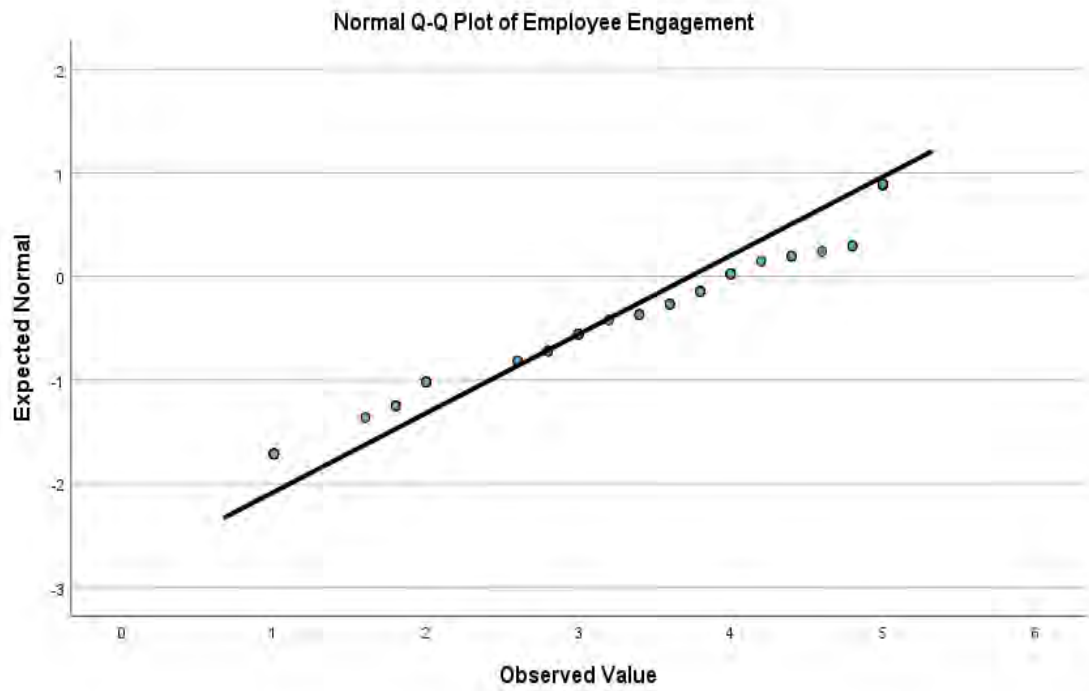
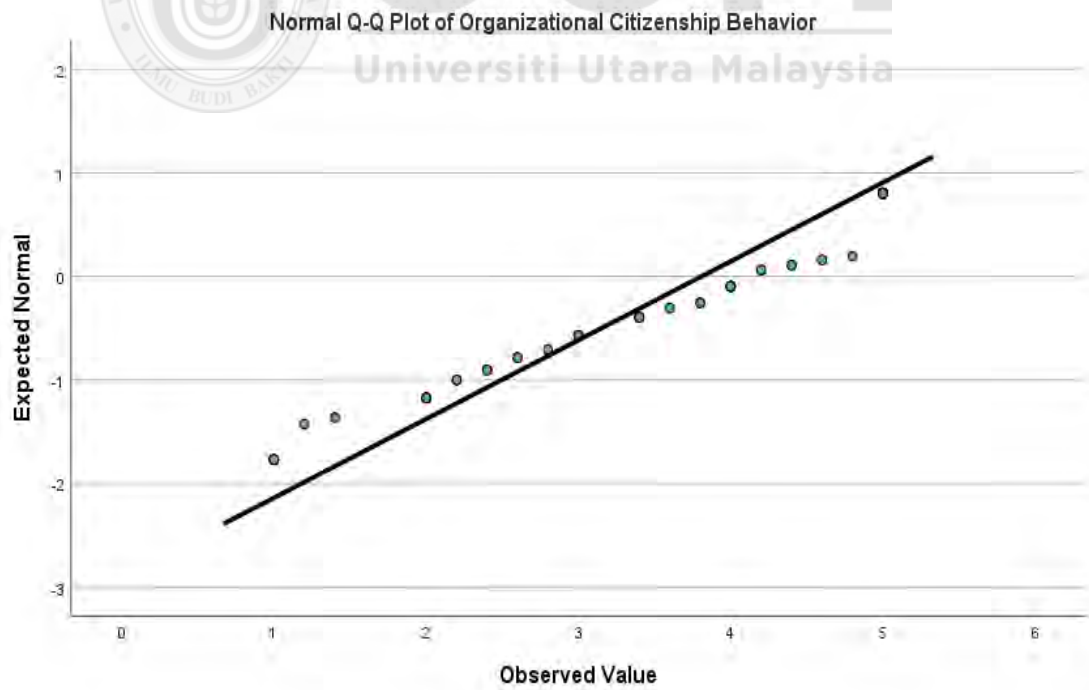


Figure 5: Organizational citizenship behaviour plot



#### 4.4.4 Correlation Analysis

Correlation analysis was conducted to examine the strength and direction of the linear relationships between the independent variables (Work-Life Balance and Employee Engagement) and the dependent variable (Organizational Citizenship Behavior). The study employed Pearson's correlation coefficient ( $r$ ) to assess these associations.

According to Pallant (2013), Pearson's  $r$  values range from -1 to +1, where values closer to +1 indicate a strong positive relationship, values closer to -1 suggest a strong negative relationship, and values near 0 imply no significant linear correlation.

The results revealed strong positive correlations among all variables. Specifically, Work-Life Balance was strongly correlated with Organizational Citizenship Behavior ( $r = 0.832$ ,  $p < 0.01$ ), and Employee Engagement also showed a strong correlation with Organizational Citizenship Behavior ( $r = 0.829$ ,  $p < 0.01$ ). Additionally, Work-Life Balance and Employee Engagement were highly correlated with each other ( $r = 0.811$ ,  $p < 0.01$ ). These findings suggest that improvements in work-life balance and employee engagement are associated with higher levels of organizational citizenship behavior.

The findings from the Pearson correlation analysis are summarized in Table 8, providing insight into the degree to which each independent variable is associated with organizational citizenship behavior.

Table 8: Correlation analysis

<b>Variables</b>	<b>Pearson Correlation (r)</b>	<b>Significance (p)</b>	<b>Strength of Relationship</b>
Work-Life Balance & Organizational Citizenship Behavior	0.832**	0.000	Strong Positive
Employee Engagement & Organizational Citizenship Behavior	0.829**	0.000	Strong Positive
Work-Life Balance & Employee Engagement	0.811**	0.000	Strong Positive

\*\* Correlation is significant at the 0.01 level (2-tailed)

#### 4.4.5 Multiple Regression

Multiple regression analysis was conducted to examine the predictive relationships between the independent variables Work-Life Balance and Employee Engagement—and the dependent variable, Organizational Citizenship Behavior, among employees in the healthcare sector. The findings reveal that both Work-Life Balance and Employee Engagement significantly contribute to explaining variations in Organizational Citizenship Behavior, as their p-values were below the 0.05 threshold.

Specifically, Work-Life Balance demonstrated the strongest influence with a regression coefficient ( $B = 0.523$ ), a standardized beta ( $\beta = 0.465$ ), and a t-value of 5.583 ( $p = 0.000$ ), indicating that higher levels of perceived work-life balance are associated with increased organizational citizenship behavior. Similarly, Employee Engagement was also a significant predictor ( $B = 0.452$ ,  $\beta = 0.452$ ,  $t = 5.432$ ,  $p = 0.000$ ), reinforcing its role in fostering positive discretionary behaviors among employees.

The overall regression model was statistically significant ( $F = 160.135$ ,  $p < 0.001$ ), with an  $R^2$  value of 0.762, indicating that approximately 76.2% of the variance in Organizational Citizenship Behavior can be explained by the two predictors. The

Durbin-Watson value of 1.925 suggests no serious autocorrelation issues in the residuals.

Overall, the regression model highlights the critical influence of internal psychological factors particularly work-life balance and employee engagement on promoting organizational citizenship behavior among healthcare employees.

Predictor Variable	Unstandardized Coefficient (B)	Std. Error	Standardized Coefficient ( $\beta$ )	t-value	Sig. (p)	95% CI for B (Lower, Upper)
Constant	0.144	0.218	-	0.658	0.512	(-0.289, 0.577)
Work-Life Balance	0.523	0.094	0.465	5.583	0.000	(0.337, 0.709)
Employee Engagement	0.452	0.083	0.452	5.432	0.000	(0.287, 0.618)

#### 4.4.6 Hypothesis Result

This section presents the outcomes of hypothesis testing conducted to assess the relationships between the independent variables (Work-Life Balance and Employee Engagement) and the dependent variable (Organizational Citizenship Behavior) among employees in the healthcare sector. Pearson correlation analysis was employed to determine the statistical significance, direction, and strength of each relationship. The hypotheses were tested at a value range from -1 to +1.

Table 9: Summary of findings

Hypotheses	Statement	Correlation Outcome	Interpretation	Result
H1	Work-Life Balance has a significant relationship with OCB	$r = 0.832^{**}$	Strong positive correlation	Accepted
H2	Employee Engagement has a significant relationship with OCB	$r = 0.829^{**}$	Strong positive correlation	Accepted
H3	Work-Life Balance has a significant relationship with Employee Engagement	$r = 0.811^{**}$	Strong positive correlation	Accepted

The correlation analysis revealed that Work-Life Balance ( $r = 0.832$ ,  $p < 0.01$ ) and Employee Engagement ( $r = 0.829$ ,  $p < 0.01$ ) both had statistically significant strong positive relationships with Organizational Citizenship Behavior. Similarly, Work-Life Balance and Employee Engagement were strongly correlated with each other ( $r = 0.811$ ,  $p < 0.01$ ). These findings support all three hypotheses, indicating that higher levels of work-life balance and employee engagement are associated with increased organizational citizenship behavior among healthcare employees.

#### 4.4.7 Summary of chapter

This chapter presented the results of the statistical analyses conducted to examine the relationships among Work-Life Balance, Employee Engagement, and Organizational Citizenship Behavior. The descriptive analysis revealed that all variables recorded mean scores above 3.0, indicating generally positive perceptions among respondents, with low variability across responses. Reliability testing confirmed strong internal

consistency, with Cronbach's alpha values well above the acceptable threshold, demonstrating that the measurement instruments were reliable.

Linearity tests showed that the relationship between Employee Engagement and Organizational Citizenship Behavior was linear, while the relationship between Work-Life Balance and Organizational Citizenship Behavior indicated some deviation from linearity. Normality tests (Kolmogorov–Smirnov and Shapiro–Wilk) produced significance values below 0.05, suggesting deviations from perfect normality; however, graphical assessments supported the assumption of approximate normality for parametric analysis.

Correlation analysis revealed strong positive associations among all variables, with Work-Life Balance and Employee Engagement both significantly correlated with Organizational Citizenship Behavior. Multiple regression analysis further confirmed that both predictors significantly influenced Organizational Citizenship Behavior, explaining 76.2% of the variance in the dependent variable.

Overall, the findings support the hypotheses that Work-Life Balance and Employee Engagement positively contribute to Organizational Citizenship Behavior, underscoring the importance of these factors in fostering discretionary and cooperative behaviors among employees in the healthcare sector.

## CHAPTER FIVE

### DISCUSSION

#### 5.1 Introduction

This chapter presents a discussion of the findings based on the data analysis in Chapter 4. The results of correlation analysis and multiple regression analysis are interpreted to understand the relationship between work-life balance, employee engagement, and organizational citizenship behavior (OCB). The chapter also includes recommendations for organizations and future research based on the study's findings. Finally, the overall conclusion summarizes the key contributions of this research.

#### 5.2 Discussion of findings

##### 5.2.1 Relationship between Work-Life Balance and Organizational Citizenship Behavior

Hypothesis H1: Work-Life Balance has a significant positive relationship with Organizational Citizenship Behavior among healthcare employees.

The findings revealed a significant positive relationship between Work-Life Balance and Organizational Citizenship Behavior ( $r = 0.832$ ,  $p < 0.01$ ). This outcome suggests that employees who perceive greater balance between their professional and personal lives are more likely to engage in discretionary behaviors that benefit the organization. Work-life balance provides employees with psychological stability, reducing stress and burnout, which in turn fosters cooperative behaviors such as helping colleagues, volunteering for tasks, and demonstrating loyalty to the organization.

Several contextual factors help explain this strong positive correlation. First, healthcare employees often face demanding schedules and high workloads. When organizations provide flexible arrangements, adequate rest periods, or supportive policies, employees feel valued and respected, which motivates them to reciprocate through citizenship behaviors. Conversely, poor work-life balance can lead to fatigue and disengagement, reducing willingness to go beyond formal job requirements. These findings align with Ichsán et al. (2021), who emphasized that supportive work-life policies enhance employee well-being and encourage positive organizational behaviors.

### 5.2.2 Relationship between Employee Engagement and Organizational Citizenship Behavior

Hypothesis H2: Employee Engagement has a significant positive relationship with Organizational Citizenship Behavior among healthcare employees.

The study revealed a significant positive relationship between Employee Engagement and Organizational Citizenship Behavior ( $r = 0.829$ ,  $p < 0.01$ ). This indicates that employees who are emotionally and cognitively engaged with their work are more likely to demonstrate behaviors that exceed their formal job descriptions. Engagement fosters a sense of belonging and commitment, which translates into proactive support for organizational goals.

In the healthcare context, engaged employees are more willing to assist colleagues, maintain high standards of patient care, and contribute to organizational improvement initiatives. Engagement also strengthens resilience, enabling employees to remain motivated despite challenges. These findings are consistent with Pallant (2013), who noted that engagement is a critical driver of discretionary effort and organizational citizenship.

### 5.2.3 Relationship between Work-Life Balance and Employee Engagement

Hypothesis H3: Work-Life Balance has a significant positive relationship with Employee Engagement among healthcare employees.

The findings indicate a strong positive relationship between Work-Life Balance and Employee Engagement ( $r = 0.811$ ,  $p < 0.01$ ). Employees who experience balance between personal and professional responsibilities are more likely to feel energized, motivated, and emotionally invested in their work. Adequate balance reduces stress and enhances satisfaction, which directly contributes to higher engagement levels.

Within healthcare organizations, where long hours and emotional demands are common, policies that support work-life balance such as flexible scheduling, wellness programs, and supportive leadership play a crucial role in sustaining engagement. These results align with Kim and Park (2019), who emphasized that work-life balance is a foundational element for maintaining employee engagement and overall organizational performance.

## 5.3 Implication for practitioner

Based on the findings, the following recommendations are proposed to strengthen organizational practices and enhance employee outcomes in the healthcare sector:

### 5.3.1 Enhancing Work-Life Balance Policies

Organizations should adopt flexible work arrangements, such as remote work options, flexible scheduling, and supportive leave policies, to help employees maintain a healthier work-life balance. Providing access to Employee Assistance Programs (EAPs) can further support employees in managing personal and professional responsibilities effectively. In the healthcare context, where long hours and emotional demands are

common, such initiatives can reduce stress, improve morale, and encourage employees to engage in discretionary behaviors that benefit the organization.

### **5.3.2 Strengthening Employee Engagement Initiatives**

Organizations should implement initiatives that actively boost employee engagement, including leadership development programs, team-building activities, and recognition systems. Creating a positive work culture where employees feel valued, motivated, and connected to organizational goals can significantly increase engagement levels. Higher engagement not only enhances performance but also fosters Organizational Citizenship Behavior (OCB), as employees are more likely to go beyond their formal roles to support colleagues and organizational success.

### **5.3.3 Integrating Work-Life Balance and Engagement Strategies**

HR policies should be designed to align work-life balance initiatives with employee engagement strategies. For example, wellness programs can be introduced that simultaneously promote well-being and encourage active participation in organizational activities. By integrating these approaches, organizations can create a holistic environment where employees feel supported both personally and professionally. This synergy strengthens employee commitment, reduces turnover risk, and enhances OCB, ultimately contributing to organizational resilience and effectiveness.

#### **5.4 Future research**

Future studies should explore additional variables that may influence OCB, such as organizational support, job satisfaction, and psychological well-being. Expanding the study to different industries and geographical locations can also provide a broader perspective on the dynamics of work-life balance, employee engagement, and OCB.

#### **5.5 Conclusion**

This study has provided valuable insights into the relationship between Work-Life Balance, Employee Engagement, and Organizational Citizenship Behavior (OCB) among healthcare employees. The findings indicate that both work-life balance and employee engagement have significant positive effects on OCB, with work-life balance contributing to employees' ability to manage personal and professional demands, and engagement fostering emotional commitment and motivation. Together, these factors strongly predict organizational citizenship behavior, explaining a substantial proportion of its variance.

The study highlights the need for healthcare organizations to implement policies that promote work-life balance while simultaneously fostering an engaging work environment. By doing so, organizations can enhance employee well-being, reduce stress, and encourage discretionary workplace behaviors such as cooperation, loyalty, and initiative all of which contribute to organizational resilience and success.

In conclusion, this research contributes to the understanding of how work-life balance and employee engagement interact to influence organizational citizenship behavior. It offers practical implications for HR professionals and organizational leaders seeking to strengthen employee performance and workplace culture, particularly in high-demand sectors such as healthcare. By prioritizing employee-centered strategies, organizations

can cultivate a supportive environment that not only improves individual outcomes but also drives collective organizational effectiveness



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## Appendix A

### A. Appendices

#### a. Appendix 1

*Appendix 1 Literature Review Matric Table 1*

Source	Ranking	Context/RO	PS/Issues/Gaps	Construct (DV/IV/MV)	Theory	Method	Sampling/Analysis	Measurement Scale
The Relationships among Work-Life Balance, Organizational Citizenship Behavior, and	Peer-reviewed	Review of literature on the relationships among work-life balance, OCB, and	Lack of empirical studies focusing on these relationships	DV: Organizational Performance, IV: Work-Life Balance, OCB	Not specified	Highlights the importance of work-life balance and OCB in enhancing	Literature review	Not applicable

Organizational  
Performance:  
A Review of  
Literature

organizational  
performance

organizational  
performance

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The	Peer-	Examines how	Limited	DV: OCB, IV:	Not specified	Demonstrates	Quantitative, survey	Millennial
Moderating	reviewed	employee	research on the	Work-Life		that employee		healthcare
Role of		engagement	moderating role	Balance, MV:		engagement		employees,
Employee		moderates the	of employee	Employee		strengthens		SEM analysis
Engagement		relationship	engagement in	Engagement		the positive		
on the		between work-	this context			impact of		
Influence of		life balance				work-life		
Work-Life		and OCB,				balance on		
Balance on		considering				OCB		
Organizational		burnout						

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Citizenship

Behavior

Through

Burnout

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Organizational Citizenship Behavior and the Impact of Organizational Commitment and Work- Life Balance with Job Satisfaction as	Peer- reviewed	Investigates the impact of organizational commitment and work-life balance on OCB, with job satisfaction as a mediator	Lack of studies focusing on millennial employees in the healthcare sector	DV: OCB, IV: Organizational Commitment, Work-Life Balance, MV: Job Satisfaction	Not specified	Provides insights into how organizational commitment and work-life balance influence OCB through	Mixed methods, SEM and qualitative analysis	Millennial employees in South Tangerang, Indonesia
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an Intervening

job

Variable

satisfaction

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Engagement	Peer-	Explores the	Limited	DV: Employee	Not specified	Finds that	Quantitative, survey	Millennial
Among	reviewed	role of	research on	Engagement, IV:		employee		employees,
Millennial		employee	employee	Job		engagement		SEM analysis
Workforce		engagement	engagement	Characteristics,		partially		
		among	specifically	Job Satisfaction,		mediates the		
		millennial	among	Organizational		relationship		
		employees	millennials	Commitment		between job		
						characteristics,		
						job		
						satisfaction,		
						and		

---

organizational  
commitment

How Work-Life Balance Affects Organizational Citizenship Behavior Among Millennials	Peer-reviewed	Examines the impact of work-life balance on OCB among millennials	Lack of studies focusing on millennials in this context	DV: OCB, IV: Work-Life Balance	Not specified	Demonstrates that work-life balance positively affects OCB among millennials	Quantitative, survey	Millennial employees, SEM analysis
The Influence of Job Satisfaction	Peer-reviewed	Investigates how job satisfaction	Limited research on the mediating role	DV: OCB, IV: Job Satisfaction, MV: Resilience	Not specified	Shows that resilience mediates the	Quantitative, survey	Employees in various sectors, SEM analysis

on influences of resilience in relationship  
Organizational OCB through this relationship between job  
Citizenship resilience satisfaction  
Behavior and OCB  
Through the  
Mediation of  
Resilience



UUM  
Universiti Utara Malaysia



## **b. Appendix 2**

### ***Appendix 2 An Invitation To Participate In A Survey***

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Work–Life Balance, Employee Engagement, And Organizational Citizenship  
Behaviour Among Millennials In Malaysia’s Healthcare Industry

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#### **Dear Participant.**

I am a Master student in Universiti Utara Malaysia (UUM). My study is mainly intended to examine the Work–Life Balance, Employee Engagement, And Organizational Citizenship Behaviour Among Millennials In Malaysia’s Healthcare Industry. I would be very grateful if you could spare a few minutes of your valuable time to complete this questionnaire. The result of this study is largely dependent on the accuracy of answers to the questions associated with the variables of this study. Please be assured that any information provided in this questionnaire will be strictly confidential and used for research purposes only.

Name: Amalia Binti Mohd Nazir

Mobile: 011-12503964

Email: [amalianazirrr@gmail.com](mailto:amalianazirrr@gmail.com)

**c. Appendix 3**

*Appendix 3 Questionnaire*

**PART A**

**INSTRUCTION: This section refers to your demographic information. Please choose your corresponding answer from the choices provided.**

**Section A: Demographic Information**

\* Please select only one choice

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Q1: Gender

- Male  
 Female

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Q2: Age group

- 29 - 34  
 35 - 39  
 40 - 42  
 43- 44

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Q3: Years of experience in Healthcare Industry

- Less than 2 years

- 2-5 years
  - More than 5 years
- 

Q4: Work Schedule Type

- Fixed Daytime hours
- Rotational shift (including night shift)
- Flexible hours



**PART B**

**Instructions: Please indicate the extent to which you agree or disagree with the following statements by selecting a number from 1 to 5:**


**1 = Strongly Disagree**

**2 = Disagree**

**3 = Neutral**

**4 = Agree**

**5 = Strongly Agree**

 Variables		(1)	<b>Strongly Disagree</b>			
		(2)	<b>Disagree</b>			
		(3)	<b>Neutral</b>			
		(4)	<b>Agree</b>			
		(5)	<b>Strongly Agree</b>			
<b>Section B: Work-Life Balance</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	It is easy for me to balance the demands of work and also my personal life					
2	I have sufficient time away from my job to maintain adequate work and personal life balance					

3	When I take a vacation (holiday) I am able to separate myself from work and enjoy myself.					
4	I feel successful in balancing between my work and personal life.					
5	I feel drained when go back to home from work pressures and problem.					
<b>Section C: Employee Engagement</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
6	At my work, I feel bursting with energy					
7	I find the work that I do full of meaning and purpose					
8	Time flies when I am working					
9	At my job, I feel strong and vigorous					
10	I am enthusiastic about my job					
<b>Section D: Organizational Citizenship Behavior</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
11	I would like to tell outsider about good news of my department					
12	I am willing to stand up to protect the reputation of the department					
13	I have actively attend department meeting					
14	I do not mind taking on new challenging assignment.					
15	I often arrive early and start to work immediately					

**END OF QUESTIONNAIRE**