



How Work-Life Balance Affects the Organizational Citizenship Behavior Of the Millennial

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Abstract

Millennials are known for placing a higher importance on achieving work-life balance than previous generations. The balance between work and personal life substantially influences employee willingness to engage in tasks beyond their job descriptions, commonly called organizational citizenship behavior. This study aims to determine the impact of work-life balance on organizational citizenship behavior among millennials. The research sample consisted of 100 participants born between 1980 and 2000 or presently between the ages of 23 and 43 selected using an incidental sampling method. The instruments employed in this study are the Organizational Citizenship Behavior Measures and Work/Nonwork Scale. This study utilized a simple linear regression analysis method to explain the relationship between two variables. The research findings suggest a significant impact of work-life balance on organizational citizenship behavior.

Key words: best of business results, assets, own capital, working capital, number of members, business volume.

Introduction

Indonesia is expected to experience demographic changes during the next three decades. The working-age population (15-64 years) shows a steady and upward trend, and it is estimated to reach its peak in 2050, exceeding the population of those not of working age (Wahyudi, 2023). As per the Badan Statistik Indonesia (2022) report, 142.72 million individuals are entering the working age category, with the millennial generation representing 76.62% of this population. This data supports the idea that the millennial generation in Indonesia represents the most considerable portion, hence highlighting the crucial role of the millennial generation in the economic domain.

Wicaksana et al. (2020) found that the millennial generation has specific criteria when it comes to job selection. They prioritize outcomes and seek employment that aligns better with their individual preferences. As per Campbell et al. (2017) millennials are more inclined to acquire wealth and social standing through their professional endeavors. Furthermore, the millennial generation places a high value on leisure time, exhibits lower social values, tends to have fewer or limited friendships in the workplace, and places greater importance on engaging in meaningful work (Twenge et al., 2010). The millennial generation is widely regarded as prioritizing leisure time and external incentives to a greater extent making them less inclined to work outside the scope of their job description. As a result,

millennials display a lesser tendency to engage in organizational citizenship behavior (OCB), which refers to the voluntary actions taken to assist colleagues beyond the requirements of their professional duties (Campbell et al., 2017).

Organizational citizenship behavior (OCB) relates to employee work behavior in a company completed voluntarily outside of work and has been found to enhance organizational performance (Organ et al., 2006). This activity is voluntary and not mandated by regulations or job descriptions, but individuals willingly engage in it (Saleem & Amin, 2013). OCB is an employee's voluntary and conscious engagement in tasks beyond their assigned job responsibilities without external pressure. This positive behavior demonstrates the employee's strong commitment to the organization.

Multiple research findings indicate that millennial employees predominantly exhibit medium and low levels of OCB (Leonardi et al., 2023; Setiawan et al., 2017). The millennial generation's lack of OCB hinders the organization's prospects for success and exposes it to numerous competitors (Nosratabadi et al., 2019). Research by Gong et al. (2018) found that millennials exhibit less interest in corporate citizenship behavior than earlier generations due to a heightened sense of entitlement. However, a study conducted by Leonardi et al. (2023) demonstrates that individuals belonging to the millennial generation exhibit a high level of OCB after being employed within 10–15 years. Employees who have worked for more than 15 years exhibit an elevated level of OCB, reaching as high as 40

Examples of OCB include assisting newly hired personnel, engaging in additional work hours, and fostering positive interpersonal relationships among employees (Madiistriyatno & Hadiwijaya, 2020). Adopting the OCB framework can significantly enhance employee performance. Higher levels of OCB can motivate firms to attain their objectives. In contrast, decreasing OCB will have negative consequences such as diminished firm reputation, increased interpersonal conflicts, and reduced organizational efficiency (Fatima et al., 2015). The organization's development will be hindered if individuals solely focus on fulfilling their formal responsibilities without making additional contributions beyond their assigned tasks (Sofiah et al., 2022). Hence, recognizing the significance of OCB for companies, it is necessary to foster OCB among millennial employees.

A variety of internal and external factors influence organizational citizenship behavior. Sofiah et al. (2022) found that external factors positively impact organizational citizenship behavior, including leader-member exchange, employee engagement, organizational culture, perceived organizational support, job satisfaction, work-life balance, transactional leadership, transformational leadership, clan culture, affective commitment, and need of affiliation. In addition, Madiistriyatno & Hadiwijaya, (2020) also stated that external factors, including management systems, leadership systems, and company culture, impact OCB. Furthermore, Internal elements, such as morale and contentment, positively influence OCB. Another internal element that can impact OCB, in addition to previously described ones, is work-life balance (Sofiah et al., 2022).

According to Smith (2010) work-life balance (WLB) refers to an individual's state of having sufficient time dedicated to their professional responsibilities. Nevertheless, they also allocate sufficient time for personal activities, such as familial obligations, recreational pursuits, and community engagement. Putri (2021) defines WLB as the state in which individuals can effectively manage and harmonize their professional and personal lives. WLB occurs when work does not impact one's personal life, allowing for effective time management between work and personal engagements. This balance enables an individual to enhance and optimize their capacity.

As indicated by studies conducted by Wicaksana et al. (2020) and Yunita (2018), achieving a WLB is crucial for millennial employees as it enables them to socialize effectively and experience greater happiness at work in turn, enhances their focus, productivity, and capacity to generate innovative ideas for improved performance. Additionally, it empowers employees to have control over their personal lives. In addition, employees will engage in more leisure activities outside of work. Lack of WLB among employees can lead to decreased productivity and subpar performance within the firm. Conversely, personnel who maintain a favorable balance between work and personal life will enhance productivity and exhibit commendable organizational performance (Soomro et al., 2018). However, Lockwood (2003) study revealed that 50% of millennials expressed a requirement for a harmonious equilibrium between their professional and personal lives. In addition, the findings of a survey performed by Andersen et al. (2016) in the United States indicated that 72% of participants reported having moderate to low levels of WLB.

Present work organizations need to prioritize their employees' WLB to promote the organization's long-term viability and efficiency (Wicaksana et al., 2020). Multiple research projects indicates that achieving a balance between work and personal life has a beneficial and notable impact on OCB (May & Shalahuddin, 2021; Syahrudin, 2020). WLB is an integral part of OCB to advance the company development (Fajri, 2022). Enhancing WLB has a substantial impact on boosting employee OCB within the firm (Harikaran & Thevanes, 2018; Helmy & Pratama, 2021; Heriyadi et al., 2020; Iroth et al., 2022; Pradhan et al., 2016; Raharjo et al., 2019). Choi & Lee (2020) found that achieving a WLB impacts OCB positively. This behavior promotes positive behaviors among employees and enhances the organization's human resources utilization. This research aligns with the study conducted by Mesimo-Ogunsanya (2017), which suggests that attaining a WLB can lead to reciprocal advantages for both individuals and the business, such as the growth of organizational citizenship behavior.

This research aims to determine the impact of WLB on OCB among millennials. Despite extensive research on the correlation between WLB and organizational citizenship behavior, Indonesia lacks studies targeting millennials. The

potential advantages of this research lie in its ability to provide empirical support for advancements in psychology and industry. Moreover, the practical advantages are anticipated to offer businesses and industries a valuable understanding of the need to maintain a healthy WLB for workers, create a more favorable work atmosphere, and cultivate positive organizational citizenship behaviors among employees.

Method

Indonesia is expected to experience demographic changes during the next three decades. The working-age population (15–64 years) shows a steady and upward trend, and it is estimated to reach its peak in 2050, exceeding the population of those not of working age (Wahyudi, 2023). As per the Badan Statistik Indonesia (2022) report, 142.72 million individuals are entering the working age category, with the millennial generation representing 76.62% of this population. This data supports the idea that the millennial generation in Indonesia represents the most considerable portion, hence highlighting the crucial role of the millennial generation in the economic domain.

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Results and Discussion

Based on the research conducted on 100 subjects of millennial workers, demographic data can be observed in the following table: Table 1 provides the demographic data obtained from the research data. The vast majority of

Table 1. Demographic Data Distribution

Category	Full Sample	
	n	%
Age		
23-28	90	90
29-34	7	7
35-43	3	3
Gender		
Male	38	38
Female	62	62
Domicile		
Banten	8	8
Jakarta	5	5
Jawa Tengah	3	3
Jawa Timur	72	72
Jawa Barat	10	10
Kalimantan	2	2
Occupation		
Private Sector	62	62
Civil Servant	12	12
Self-employed	7	7
Other	19	19
Work Period		
< 3 years	73	73
> 3 years	27	27

participants fell within the age range of 23 to 28 years (90%)—furthermore, more than half of the participants

identified as female (62%). Approximately 72% of subjects reside in East Java, whereas the most frequent type of employment is in private agencies (62%). Moreover, most subjects have worked for three years or less (73%).

Table 2. Descriptive Statistics for Study Variables

Variable	Category (%)		Min-max	Mean	SD
	Low	High			
Work Life Balance	49	51	31-68	47.3	7.95
Organizational Citizenship Behaviour	32	68	25-65	48.5	7.83

Based on the data shown in Table 2, most participants demonstrate a substantial WLB (51%), suggesting that a more significant proportion of millennials have a favorable WLB. Simultaneously, most participants' OCB belongs to the high category (68%), indicating that a more significant percentage of millennials demonstrate higher levels of OCB.

Before conducting hypothesis testing, researchers performed assumption tests, such as the Kolmogorov-Smirnov normality and linearity tests. Upon analyzing the test results, it was concluded that the research data displayed a normal distribution and linear characteristics. Therefore, the next step was performing a hypothesis test with a simple linear regression test.

Table 3. Simple Linear Regression Test of Work Life Balance and OCB

Variable	Category (%)		Standardized β	t	Sig.
	B	Std. Error			
Constant	32.128	4.4652		7.20	0.001
Work Life Balance	0.346	0.0931	0.351	3.71	0.000
R ²	0.123				
F	13.8				
Sig.	0.000				

According to Table 3, the F value ((1.98) = 13.8; $p < 0.01$) indicates that WLB may act as a predictor of OCB. The results of the t-test suggest that WLB has a significant predictive effect on OCB ($t=3.71$; $p < 0.01$, $\beta = 0.351$). Furthermore, the obtained results ($R^2 = 0.123$) indicate that 12.3% of the variation in OCB can be accounted for by variations in WLB. The regression equation $OCB = 32.128 + 0.346 * WLB$ signifies that the OCB of an individual without WLB is 32.138. Furthermore, each one-point increase in WLB is associated with a 0.346 increase in OCB.

Discussion

The research findings confirm acceptance of the research hypothesis, which proposes a relationship between work-life balance (WLB) and organizational citizenship behavior (OCB). Mainly, it shows that when WLB increases, so does OCB. The findings of this study support several prior research, affirming the existence of a correlation between WLB and OCB (Rohmatiah et al., 2023; May & Shalahuddin, 2021; Erdianza et al., 2020; Choi & Lee, 2020; Fiernaningsih et al., 2019).

The existence of WLB directly impacts OCB, as it promotes a positive mindset and encourages employees to engage in behaviors that contribute to improved organizational performance (Luthans, 2011). In addition, Rohmatiah et al. (2023) stated that individuals who maintain an optimal WLB can cultivate a strong sense of accountability, enabling them to excel in their tasks and surpass the expectations outlined in their job descriptions. McShane & Von Glinow, (2022) defines WLB as the deliberate attempt to reduce conflict between work responsibilities and activities outside of work (Andrianto & Palupi, 2022). An employee with minimal conflict between the workplace and personal life would willingly strive to contribute their utmost efforts towards the company's development. The equilibrium between professional and personal life is closely related to the manifestation of organizational citizenship behavior. WLB promotes organizational citizenship behavior, which consequently impacts employees in terms of psychology, physiology, and performance (Gong et al., 2018).

The majority of millennials in this study exhibited a commendable WLB. Abraham Maslow's theory of the hierarchy of needs asserts that the most crucial category of human wants is physiological (Sobur, 2013). The utmost essential requirement for humans is to ensure their survival. Consequently, an individual must satisfy these requirements using the monetary compensation derived from employment. The millennials emphasize numerous vital variables in their employment, specifically compensation, recognition for their work, maintaining a healthy WLB, and opportunities for career growth (Nnamboozee & Parumasur, 2016).

Saina et al., (2016) stated that achieving WLB can enhance individuals' productivity and well-being in their personal and professional domains. Millennials with a high WLB can effectively juggle their professional and personal commitments, derive equal enjoyment from both domains and demonstrate adeptness in handling workplace challenges. Conversely, people with a low WLB might decrease productivity and subpar performance for the firm (Soomro et al., 2018).

The majority of individuals belonging to the millennial generation exhibited a high level of OCB in this survey. According to Podsakoff et al. (2000), various elements promote OCB in employees, including the employee's favorable attitude towards the organization. Individuals who maintain a high WLB have a good attitude and achieve optimal performance in their work for the organization. Furthermore, a study by Hikmah & Lukito (2021) found that favorable dispositions toward work play a significant role in fostering OCB among employees and enhancing organizational performance. The success of a company depends on the willingness of its employees to not only fulfill their primary responsibilities but also to engage in additional duties, such as collaborating, assisting others, actively participating, offering suggestions, and utilizing their work time efficiently (Dotulong & Andriany, 2021).

This research is subject to various limitations, one of which is the necessity of the researcher to determine the specific field of work, encompassing factors such as position or title and type of job. Consequently, issues arose throughout the data processing. The limitation pertains to the distribution of the Google form, which does not guarantee the avoidance of other characteristics unrelated to the research. Consequently, the researcher cannot verify the sample's fit according to the research criteria. These restrictions pose a hindrance to doing research, compromising the ideal outcomes.

Conclusion

Based on the results of the analysis, this study claims that the impact of WLB on the OCB of millennials can be considered plausible. This relationship shows how OCB increases with WLB and decreases with WLB; conversely, OCB decreases with WLB.

Implication

This research suggests that organizations should prioritize preserving WLB for their employees. Ensuring reasonable responsibilities and encouraging employees to participate in other interests, such as granting annual leave or leave paid, promote a healthy WLB and increase employees' OCB.

This study exclusively examines participants belonging to the millennial generation. Therefore, it is recommended that future researchers conduct comparison studies including several generations, as each generation possesses distinct and unique attributes. Subsequently, the employment characteristics of the individual, such as the nature of the job and the position held, can be thoroughly examined to ascertain whether demographic disparities may affect WLB and OCB.

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Authors' Contributions

The study was meticulously planned and designed by the Authors. The study was carried out by ADL, who collected and analyzed the data and later wrote the manuscript under the full supervision of DA and D. The Authors comprehensively evaluated the work to ensure it contained important intellectual contributions. Subsequently, this study was verified by the Psychology Laboratory of University Muhammadiyah Malang for analysis, reporting, and publication.

Competing Interest: There is no competing interest within this study

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