EXISTENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF MILLENNIAL EMPLOYEES IN THE ERA OF INDUSTRIAL REVOLUTION 4.0 USING A QUANTITATIVE APPROACH

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**Abstract**

In the context of the Industrial Revolution 4.0, the existence of Organizational Citizenship Behavior (OCB) of millennial employees is becoming increasingly relevant, and understanding of this phenomenon can be broadened by considering two important aspects: servant leadership and work-life balance. Servant leadership, emphasizing service and individual empowerment, motivates millennial employees to play an active role in positively contributing to the organization. The research aims to analyze the influence of servant leadership and work-life balance on organizational citizenship behavior. The sample in this study consisted of 160 millennial employee respondents who worked in the creative industry sector, determined using a convenience sampling approach. Data collection uses a questionnaire instrument, which is then distributed online. Data analysis uses the SPSS application by displaying data processing results through testing research instruments with validity and reliability tests, multiple regression analysis, coefficient of determination, and hypothesis testing. Based on the results of data analysis, it is stated that servant leadership and work-life balance have a positive and significant effect on organizational citizenship behavior. The research implications stated by reviewing it from the perspective of servant leadership and work-life balance significantly impact human resource management practices and organizational development.

**Keywords:** Servant Leadership, Work-life Balance, Organizational Citizenship Behavior, Millennial Employees

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INTRODUCTION

In the era of Industrial Revolution 4.0, organizational citizenship behavior (OCB) is becoming more and more crucial for millennial employees (Thao & Kang, 2020). According to Brubaker et al. (2015), millennial workers, who were raised in a digital age and are used to quick changes, are calling for the adoption of new work cultures and leadership approaches. According to Ma et al. (2023), millennial workers' OCB shows their beneficial contributions outside of their main responsibilities, such as their active involvement in teams, project initiatives, and business culture contributions. The OCB of millennial employees can be the primary engine of organizational productivity and growth in the era of Industrial Revolution 4.0, when cooperation, creativity, and innovation are the keys to success (Romy et al., 2022); (Andrade & Neves, 2022); (Ennida & Allouani, 2023). Millennial employee OCB traits that can boost organizational competitiveness in the face of dynamic change include adaptability, cross-generational cooperation, and a propensity for open knowledge sharing (Lie et al., 2022); (Yulianto, 2021). In the era of Industrial Revolution 4.0, firms may optimize the potential of millennial employees to accomplish shared objectives by comprehending and using the presence of OCB (Inrawan et al., 2022); (Kanwal et al., 2019).

From the standpoint of organizational behavior goals, which include understanding, forecasting, and influencing behavior, the significance of Organizational Citizenship Behavior (OCB) can be seen (Mulyono et al., 2021). Managers need to explain why employees behave as they do and others do not, predict how employees will respond to the actions and policies taken, and influence how employees behave (Muliana et al., 2020). OCB is important because it can encourage the effectiveness of organizational functioning, for example, manifested in helping other friends so that teamwork becomes better, voluntarily expanding one's field of work, avoiding unnecessary conflicts, and making statements that increase the work morale of friends (Lie et al., 2022). Employees who have OCB have activities that exceed their formal scope of duties (Sofiyan et al., 2022). Research indicates that organizations have some employees whose performance exceeds others (outperformers). A lack of OCB is felt when employees have too much work (overload), stress, and conflict at work. At that time, employees with prosocial behavior (OCB) who are happy to help others without sacrificing the value of their work are needed.

In the era of Industrial Revolution 4.0, the existence of Organizational Citizenship Behavior (OCB) of millennial employees is becoming increasingly significant, especially when viewed from the perspective of servant leadership and work-life balance. Leaders with a servant leadership approach encourage millennial employees to actively contribute positively to the organization (Li & Xie, 2022). They are seen as subordinates and individuals who need to be empowered and supported to reach their full potential (Van der Hoven et al., 2021). Servant leadership creates an environment where OCB can develop, inspiring millennial employees to share knowledge, work together, and take initiative (Hsiao et al., 2015). Servant leadership, emphasizing service and individual empowerment, motivates millennial employees to play an active role in positively contributing to the organization (Chiniara & Bentein, 2018). This approach creates an environment where employees carry out their duties and
feel valued and supported in achieving common goals (Anggoro KR et al., 2022).

In the context of the Industrial Revolution 4.0, millennial employees’ OCB is not just an additional responsibility but also the foundation for facing the challenges of rapid change (Putri et al., 2021). Organizations that understand and encourage OCB will not only achieve a competitive advantage but also build a work culture that can respond to and optimize the potential of millennial employees in facing the dynamics of ongoing industrial change (Silalahi et al., 2022). Servant leadership, emphasizing service and individual empowerment, motivates millennial employees to play an active role in positively contributing to the organization (Brubaker et al., 2015). This approach creates an environment where employees carry out their duties and feel valued and supported in achieving common goals. On the other hand, work-life balance also plays an important role in increasing the existence of OCB in millennial employees (Ma et al., 2023). In this digitally connected and dynamic era, millennial employees are often faced with integrating work and personal life (Hartini et al., 2021). By combining servant leadership principles and creating a work environment that supports work-life balance, organizations can strengthen the existence of OCB in millennial employees.

LITERATURE REVIEWS

Servant Leadership

Leaders who apply servant leadership principles are known as a leadership approach that focuses on serving others (Asrar-ul-Haq & Kuchinke, 2016); (Van der Hoven et al., 2021). In this context, a leader is considered a servant before becoming a leader (Subhaktiyasa et al., 2023). Robert K. Greenleaf developed this idea, which highlights the value of compassion, empathy, and personal growth in fostering team members’ growth (Yildiz & Yildiz, 2016). According to Hsiao et al. (2015) and Chinialiara & Bentein (2018), servant leaders make an effort to comprehend and address the needs of their team members, inspire them to realize their full potential, and foster a collaborative work environment. Servant leadership fosters an atmosphere where team trust and engagement may develop by emphasizing service to others (Thao & Kang, 2018). Leaders who embrace this approach not only manage but also inspire and empower their team members, creating a positive impact that can bring change and improve collective prosperity (Barbuto & Wheeler, 2006); (Thao & Kang, 2020). The results of previous studies suggest that servant leadership has a significant influence on organizational citizenship behavior (Li & Xie, 2022); (Saleem et al., 2020). Therefore, based on several previous research results, this study was carried out to develop hypotheses:

H1: Servant leadership influences organizational citizenship behavior.

Work-Life Balance

Work-life balance is a working situation where employees can balance their work or role as professional employees without eliminating their role outside the company in their personal, social, and family lives (Soelton et al., 2021); (Kalliath & Brough, 2008). Employees are said to have a good work balance when they can adjust their various activities and still carry out other roles outside the company, such as carrying out their hobbies and socializing with friends, family, and other social environments (Chan et al., 2017). Employees who feel they have a balance between work and personal life tend to be more satisfied and happy (Butarbutar et al., 2022). This condition can motivate them to contribute more to the organization outside their main duties (Delecta, 2011); (Tavassoli & Sune, 2022).
Several research findings show that employees with a high work-life balance tend to be more socially active at work, help coworkers, and participate in organizational activities (Vu, 2020; Ricardianto et al., 2020). The results of previous studies also show that work-life balance significantly influences organizational citizenship behavior (Heriyadi et al., 2020; Vasumathi et al., 2019). Therefore, based on several previous research results, this study is carried out to develop a hypothesis:

**H2**: Work-life balance influences organizational citizenship behavior.

**METHODS**

A quantitative research design with an associative approach is used in this study. The research population is millennial employees who work in creative industries in Indonesia. Due to the unknown population, the sample was taken using a convenience sampling technique. According to (Hair, 2014), if the total population is unknown, ideally, the size of the representative respondents depends on the number of all indicators in the variable multiplied by 5-10. This study has nine indicators, so the number of respondents for this study is 16 x 10 = 160 samples. This number is considered representative to be observed as representative of the population because it has met the minimum sample threshold. This study uses a research instrument test consisting of validity and reliability tests. The quantitative analysis consists of a normality test, regression test, hypothesis test, correlation test, and coefficient of determination. The operational definition of the servant leadership variable consists of altruistic calling, emotional healing, wisdom, organizational stewardship, persuasive mapping, humility, vision, and service (Barbuto & Wheeler, 2006);

(Chiniara & Bentein, 2018), the operational definition of the work-life balance variable consists of time balance, engagement balance, balance satisfaction (Kalliath & Brough, 2008); (Delecta, 2011), then the operational definition of the organizational citizenship behavior (OCB) variable consists of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

**RESULTS AND DISCUSSION**

**Validity and Reliability Test**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
<th>Test results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Servant Leadership</td>
<td>0.880</td>
<td>8</td>
<td>reliable</td>
</tr>
<tr>
<td>Work-Life Balance</td>
<td>0.712</td>
<td>3</td>
<td>reliable</td>
</tr>
<tr>
<td>Organizational Citizenship Behavior</td>
<td>0.750</td>
<td>5</td>
<td>reliable</td>
</tr>
</tbody>
</table>

It is determined that all study indicators have values above 0.30 and that the measuring items employed in this investigation are legitimate based on the validity test of Table 1 above. The measurement questions on the questionnaire that define the variables' indicators are then measured in a reliability experiment.
be concluded that all the instruments used are reliable.

Multiple Regression Test

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>t-count</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>7.090</td>
<td>1.280</td>
<td>.201</td>
</tr>
<tr>
<td>Innovation</td>
<td>.320</td>
<td>2.240</td>
<td>.027</td>
</tr>
<tr>
<td>Technological Innovation</td>
<td>.760</td>
<td>5.260</td>
<td>.000</td>
</tr>
</tbody>
</table>

The equation model is obtained from the multiple linear regression above: \( \hat{Y} = 7.090 + 0.320X1 + 0.760X2 \), meaning that servant leadership and work-life balance positively affect organizational citizenship behavior. Based on these equations, it can be explained as follows:

1. The constant value of 7.090 can be interpreted if the variables of servant leadership and work-life balance are considered zero; then the value of the organizational citizenship behavior will be in the range of values 7.090.
2. The value of the beta coefficient on the servant leadership variable is 0.320, which means that every change in the servant variable by one unit will result in a change in the organizational citizenship behavior leadership of 0.320 units with the assumption that the other variables are at a constant value.
3. The beta coefficient value on the work-life balance variable is 0.760, which means that every change in the work-life balance variable by one unit will change the organizational citizenship behavior of 0.760 units with the assumption that the other variables are at constant values.

Simultaneous and Partial Hypothesis Testing

The simultaneous examination of the variable binding is done in Experiment F. Analyzing whether work-life balance factors and servant leadership may both affect organizational citizenship behavior at the same time is the goal of simultaneous hypothesis testing.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>2628.449</td>
<td>2</td>
<td>40.185</td>
<td>.000b</td>
</tr>
<tr>
<td>residuals</td>
<td>1674.387</td>
<td>157</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>4302.836</td>
<td>159</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on the results of the simultaneous test analysis in Table 4, the F-count value is 40.185 > from F-table with (0.05; 2 vs. 158) of 3.05 or with a significant 0.000 ≤ 0.05 can be interpreted servant leadership and work-life balance influences organizational citizenship behavior simultaneously. Subsequently, a partial test was conducted to analyze the effect of servant leadership and work-life balance on organizational citizenship behavior. Based on the results of data analysis in Table 4, the results of the t-test in this study are as follows:

1. Servant leadership has a significant level of 0.027 ≤ 0.05, meaning that servant leadership significantly affects organizational citizenship behavior.
2. Work-life balance obtained a significant level of 0.000 ≤ 0.05, meaning that work-life balance significantly affects organizational citizenship behavior.

Coefficient of Determination Test

The coefficient of determination measures how far a model can explain the variation of the dependent variable. The results of the determination test in this study can be explained in Table 5 below:
Table 5. Coefficient of Determination Test

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>std. An error in the estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.782</td>
<td>.611</td>
<td>.596</td>
<td>5.674</td>
</tr>
</tbody>
</table>

Based on the results of the data analysis in Table 5 above, the coefficient of determination value is 0.611, which means that the level of organizational citizenship behavior of 61.1% can be explained by servant leadership and work-life balance, while other factors can explain the remaining 38.9%, not discussed in this study.

Discussion

Based on partial hypothesis testing (H1) results, servant leadership positively and significantly affects organizational citizenship behavior. Servant leadership significantly influences Organizational Citizenship Behavior (OCB) because this leadership concept emphasizes service to others as the main priority. In an organizational context, a leader who applies servant leadership tends to prioritize the needs and development of his team members. This service attitude creates a positive and supportive work environment, motivating team members to contribute beyond their basic duties. With a focus on service and attention to the welfare of team members, servant leadership stimulates the formation of strong, trusting, and collaborative interpersonal relationships. As a result, team members are more likely to engage in organizational citizenship behaviors, such as helping coworkers, sharing knowledge, and contributing to overall organizational goals. Therefore, servant leadership creates a productive work environment and stimulates OCB by forming a work culture based on empathy, cooperation, and shared responsibility.

Based on partial hypothesis testing (H2) results, work-life balance positively and significantly affects organizational citizenship behavior. Work-life balance significantly influences Organizational Citizenship Behavior (OCB) because balancing work-life and personal life creates a healthy and supportive work environment. When employees feel they can balance their work and personal lives, they tend to be more satisfied and enthusiastic. This balance also helps reduce stress and fatigue levels that can hinder performance and motivation. Employees with a good work-life balance are more likely to actively participate in organizational citizenship behaviors, such as helping coworkers, sharing knowledge, and contributing to a positive work atmosphere. This balance can also increase employee loyalty to the organization because they feel valued and supported in living their personal lives. Thus, work-life balance improves employee welfare, positively impacts organizational culture, and encourages better citizenship behavior.

CONCLUSION

The results of this research conclude that servant leadership and work-life balance positively and significantly affect organizational citizenship behavior. The combination of servant leadership and work-life balance significantly influences Organizational Citizenship Behavior (OCB) because the two complement each other in creating a positive and supportive work environment. Servant leadership, with its focus on service to team members and attention to their needs, creates strong interpersonal relationships and motivates employees to contribute beyond their basic duties. Meanwhile, work-life balance allows employees to achieve a healthy balance between work and personal life, reducing stress and fatigue.
In combination, servant leadership creates a work culture based on values such as empathy, cooperation, and shared responsibility, while work-life balance gives employees the freedom and flexibility to care for important aspects of their personal lives. Thus, employees who feel valued and supported and have a balance between their work and personal lives tend to be more motivated to carry out organizational citizenship behavior. They are more likely to engage in activities that support organizational goals, such as helping coworkers, sharing knowledge, and creating a positive work atmosphere. Therefore, the combination of servant leadership and work-life balance improves employee well-being, positively influences OCB, and strengthens an inclusive and sustainable organizational culture.

The combination of servant leadership and work-life balance in the context of the Industrial Revolution 4.0 can form an inclusive and adaptive work environment. Millennial employees who feel supported by leaders who apply servant leadership and have flexibility in managing their time tend to be more motivated to carry out Organizational Citizenship Behavior (OCB). Active engagement in organizational citizenship behaviors, such as teamwork and volunteer initiatives, maybe a positive outcome of this combination. Therefore, servant leadership and work-life balance are effective management strategies and the key to increasing the involvement and performance of millennial employees amidst the dynamics of the Industrial Revolution 4.0.

Research on the influence of servant leadership and work-life balance on Organizational Citizenship Behavior (OCB) among millennial employees in the Industrial Revolution 4.0 era has very relevant and important implications in the context of current developments in the world of work. In an era where technology and digital transformation play a central role, understanding leadership styles and the need to balance work and personal life becomes increasingly crucial. In addition, a better understanding of millennials' work-life balance needs can help organizations create policies and practices that support balance between work and personal life, optimizing employee productivity and well-being.

The implications of this research include the potential for increased OCB among millennial employees, which can improve overall organizational performance. Employees who feel valued and supported and have the opportunity to achieve a balance between their work and personal lives are more likely to engage in positive organizational citizenship behaviors. Therefore, organizations can adopt servant leadership and work-life balance practices as an integral strategy for building an adaptive and responsive work culture in the Industrial Revolution 4.0 era, ultimately increasing millennial employees' involvement and contribution.

The limitation of this research lies in the relatively small sample size. For further research, the author recommends increasing the sample size by selecting a wider research object, so that generalization can be carried out and increasing the number of predictor variables, such as transformational leadership, ambidextrous leadership, leader humility, psychological empowerment, work engagement, and other variables that are thought to have a relationship with OCB. In addition, further research can be conducted on cross-industry research to identify differences in the existence of OCB between industrial sectors. Each industry may have a unique context that influences servant leadership, work-life balance, and its impact on millennial employees' OCB. In addition, on the other hand, for more complex models, data analysis methods with the CB-SEM.
approach using the Amos application can be used.

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