Work Engagement with Organizational Citizenship Behavior (OCB) in Millennial Employess

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Abstract

Millennials are considered the most productive workforce for the coming decade. However, their individualistic tendencies often result in egocentric attitudes, a lack of patience, and diminished responsibility toward work. Of course, this does not show the behavior of helping fellow workers. So it is necessary to increase the employee's sense of attachment to work so that they tend to display voluntary behavior. This research was conducted on millennial employees at agency X. This study aims to empirically determine whether there is a relationship between Work Engagement and Organizational Citizenship Behavior (OCB) in Millennial Employees at Agency The subject of this study used the Saturated Sampling technique where all populations were used as samples. The test results show that the validity coefficient on Organizational Citizenship Behavior ranges from 0.305 to 0.934 with a reliability coefficient of 0.976. While the validity coefficient of Work Engagement ranges from 0.552 to 0.949 with a reliability coefficient of 0.964. Based on data analysis, a correlation value of 0.418 with a significance level of 0.000 is obtained, which means the hypothesis is accepted. This shows that there is a very significant relationship between Work Engagement and Organizational Citizenship Behavior with a positive direction for millennial employees at agency X. The effective contribution of the work engagement variable to organizational citizenship behavior is 17%.

Keywords: organizational citizenship behavior, work engagement, employees, millennials, agencies
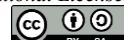
1. Introduction

Human resources are an important asset in an organization. For organizations, having productive human resources will produce performance that is expected to have an impact on the survival and progress of the organization [1]. Human resources are organizational manpower units that play an important role in achieving organizational goals, and the use of various personnel functions and activities to ensure that these human resources are used effectively and wisely to benefit individuals and organizations [2]. In the workforce organization, it is divided into several, one of which is the millennial generation or also called generation Y which is the generation after generation X [3]. Generation Y or millennials were born between 1981-2000 [4] The millennial generation is the most productive generation in working, so that in the next 10 years the millennial generation will remain the mainstay for contributing to the Indonesian economy. Generation Y as a generation that has high hopes for work and is achievement-oriented [4]. The number of millennial employees in Indonesia from 2016-2017 increased by 4% to 40.9 million people, which means that the millennial generation is ready to replace the previous generation in the world of work [5]. The Central Statistics Agency also noted that the number of millennial generation workers in Indonesia in 2018 was more than 30 million people, and will continue to increase in the world of work to become a major contributor to organizations [6].

The millennial generation is different from previous generations in the world of work, because they have excellent skills in operational technology and are easy to accept organizational change [7]. The millennial generation is very adept at learning and operating new technologies, making the millennial generation more efficient in providing productivity to companies [8]. However, according to Costanza, some facts show that the millennial generation has a lower level of satisfaction compared to the older generation [3]. The millennial generation has an individualistic nature that causes egocentrism in oneself, discomfort, and easily bored, impatient, and not fully responsible for their work [7]. The research results also concluded that millennials need instant satisfaction after successfully completing their work [9]. The millennial generation has different characteristics and can 3 make their interactions different from previous generations, this generation wants to have values while volunteering in their work. The characteristics of the millennial generation certainly do not show behavior to help fellow workers as long as they tend to be individualistic, in addition, low concern for the

organization can make organizational operations less effective. The various work behaviors possessed by this millennial generation ultimately do not result in voluntary work behavior when doing things that are outside the responsibilities of their duties [7]. This shows that the behavior of millennials shows a tendency to have low Organizational Citizenship Behavior (OCB) even compared to the millennial generation who are suspected of having low OCB.

According to Hunt, Organizational Citizenship Behavior (OCB) means supportive, natural, voluntary, and non-mandatory behavior from work in an organization [8]. Organizational Citizenship Behavior (OCB) refers to voluntary actions not formally tied to the organizational reward system, yet these behaviors play a crucial role in enhancing the efficiency and overall effectiveness of an organization [10]. Organ, Podsakoff, and MacKenzie suggest that OCB includes discretionary efforts such as voluntarily assisting others and supporting organizational continuity. These behaviors go beyond formal job roles and contribute significantly to the organization's optimal functioning [11].

Millennials are thought to have low OCB due to the need for praise and appreciation regardless of actual work performance. In the results of a study conducted by Mishra, Yavagal, and Bagwe (2018) that 54.9% 4 millennials feel it is important to receive praise from others when doing their work, or in other words, appreciation is important to millennials. So that employees are reluctant to help their coworkers in completing work, let alone exceeding the working hours that should be just to help other coworkers [9]. In fact, according to Darto, increasing the performance of a company is greatly influenced by the quality of behavior shown by employees or members in it, where this behavior is expected not o Organizational Citizenship Behavior (OCB) is a behavior that is done.

Only to be related to the quality of implementation or tasks that have been set (in-role), but more than that, behavior that is extra-role or not outlined in the organization's job description and is able to provide a positive contribution to the effectiveness of the organization. OCB in employees arises because there are factors that influence it [7]. There are dimensions contained in OCB, including altruism, conscientiousness, sportsmanship, civic virtue, and courtesy [12]. Mathumbu and Dod stated that there are two potential factors that influence OCB, namely perceived organizational support (POS) and work engagement [7].

Work engagement reflects an individual's physical, mental, and emotional involvement with their job, often motivating them to perform beyond their formal duties, so that employees who are bound to their work tend to also display OCB behavior [13Engaged employees will feel proud of their work, when

employees are proud of their work, it will be difficult for employees to leave the job, so they will try to work beyond what is expected, energy and working time [14]. The higher the work engagement, the higher the OCB of millennial employees, because when millennial employees feel full of energy, enthusiastic when working, and have a strong mentality, millennial employees are willing to offer help and assist coworkers who are experiencing difficulties at work [7].

Schaufeli et al. describe work engagement as a positive psychological state in which individuals feel energetic, committed, and deeply involved in their work. He defines work engagement as a positive, satisfying state of mind, and related to work, characterized by high enthusiasm, dedication and full concentration [15]. Employee attachment to their work or what is also called work engagement is a condition where a person is able to commit to the organization both emotionally and intellectually [16]. Work engagement as a positive state of mind and fulfillment related to work and a pleasant experience for employees [17]. Work engagement comprises three key aspects: vigor, or energy and enthusiasm; dedication, which refers to strong involvement and a sense of significance; and absorption, indicating full concentration and deep immersion in work [18]. This millennial generation has several positive points for companies such as high creativity and willingness to learn new things. However, this is also not balanced with the loyalty of this generation to continue to stay in the company where they work for a longer time, but prefer a place of work that will later provide benefits provided by the company, such as facilities, and comfort in working [14].

One of the agencies here with 114 employees and 80% of them are millennial employees. Interviews were conducted with several employees and it was found that employee concern in work is very minimal, not infrequently when an employee has finished his individual work then does not care about his friend's work. There is no behavior that shows voluntary help in work because employees have the principle that each employee has their own job too. Another phenomenon in millennial generation employees is that they are more sensitive to technology, so that later on more senior employees will be left behind by the speed of technology, but millennial employees have no direct contribution to teach or help other colleagues, they only want to teach if someone asks. Then at the end of each year every employee is required to work overtime to complete their work, but if it is not at the end of the year employees are reluctant to be told to work overtime even though they also have a lot of work. It is also not uncommon for millennial employees to complain about the work they do, so that the possibility of being able to help other colleagues is increasingly invisible. This agency used to also

facilitate religious activities in the form of religious lectures every week, but because the majority of employees are millennials, these employees did not attend the routine events, only senior employees attended. Due to the lack of interest of these employees, routine activities were no longer held. In daily interactions, there is a sense of differentiation between young employees and employees who are considered more senior, even though the office is dominated by millennial generation employees.

This is also equivalent to the lack of employee ownership of their work, millennial employees work only as a release of responsibility without any sense of satisfaction with the work. Like when work comes but is done with complaints, even though the task is still done but the employee completes it only because of obligations and deadlines. Other demands such as mutations every few years which make employees complain when transferred to other areas or cities, this will be a burden for employees here. However, most of these employees are proud of their status as employees at agency X, but not proud of the tasks in it, so it is not uncommon for some employees who feel they are not attached to their work and feel the burden of work they carry is the reason for choosing to resign from work.

Based on the background of the problems presented, the researcher is interested in conducting research on "Work Engagement with Organizational Citizenship Behavior (OCB) in millennial employees".

2. Methods

This type of research is quantitative research with the dependent variable being Organizational Citizenship Behavior (OCB) (Y) and the independent variable being Work Engagement (X). The population in this study were millennial employees at Institution X, totaling 92 people. This study applied a saturated sampling method, where the entire population was included as research participants [19].

Data collection using the work engagement dimension adaptation scale from Schaufeli (in Dewinda, 2020) [20]and dimensions of organizational citizenship behavior by Organ (in Tawil, 2022) [21]. To examine the relationship between variables, this research employed the product moment correlation analysis [19]. Parametric statistical analysis requirements, namely assumption tests that include normality tests using the Kolmogorov-Smirnov test of normality and linearity tests using the test for linearity with a significance level of 5% ($p < 0.05$), as well as hypothesis tests with product moment correlation techniques. As an alternative, the Spearman rank-order correlation, a nonparametric method, was utilized due to its minimal assumption requirements and suitability for non-normally distributed data [22]. All data

analysis techniques were carried out with the help of IBM SPSS 26.00.

3. Results and Discussions (10 PT)

Based on the validity test, the Organizational Citizenship Behavior (OCB) scale showed *corrected item-total correlation* values ranging from 0.305 to 0.934. This indicates that all items on the OCB scale have good validity and are capable of measuring the intended construct. The reliability coefficient of the OCB scale is 0.976, indicating a very high level of internal consistency and demonstrating that this scale is highly reliable in measuring OCB among millennial employees. Meanwhile, the Work Engagement scale showed *corrected item-total correlation* values ranging from 0.552 to 0.949, suggesting that all items are valid and relevant in measuring employees' engagement with their work.

The reliability coefficient of the Work Engagement scale is 0.964, which also indicates excellent reliability, providing stable and consistent measurement results. The normality test in this study states that the data is normally distributed if the significance is greater than 5% or 0.05 [19]. Based on the results of data processing using the IBM SPSS version 26.0 program, the normality of Work Engagement with Organizational Citizenship Behavior (OCB) can be seen in Table 1.

Table 1. Normality Test of Work Engagement and OCB Scales

Variables	N	KSZ	P	Distriibution
Work Engagement	92	0.094	0.044	Abnormal
OCB	92	0.224	0.000	Abnormal

Based on the description of the table above, a significant value was obtained on the Work Engagement scale of $p = 0.044$ with KSZ = 0.094. These results indicate that $p < 0.05$, meaning that the distribution is not normally distributed, while for Organizational Citizenship Behavior a significant value of $p = 0.000$ with KSZ = 0.224 was obtained. These results indicate that the value of $p < 0.05$ means that the distribution is not normally distributed. Given the non-normal data distribution, the Spearman's rho correlation test, a non-parametric statistical method that does not require normally distributed data, was used in the next analysis.

The results of the linearity test of Work Engagement with Organizational Citizenship Behavior (OCB) can be seen in Table 2.

Table 2. Linearity Test of Work Engagement and OCB Scales

N	Df	Mean Square	F	Sign.
92	1	1869.232	19,186	0,000

Based on the description of the table above, the F value obtained is 19.186 with a significance of $p = 0.000$ ($p < 0.05$), meaning that the variance on the

Work Engagement scale with Organizational Citizenship Behavior (OCB) is classified as linear.

This result confirms that despite the non-normal distribution, the relationship pattern between the two variables is linear, and thus correlation analysis can proceed.

The results of th e hypothesis test of Work Engagement with Organizational Citizenship Behavior (OCB) can be seen in Table 3.

Table 2. Hypothesis Test of Work Engagement and OCB Scales

P	(a)	Correlation Value (r)	R Square	Conclusion
0,000	0.01	0.418	0.178	*sig*(2-tailed) 0.000 < 0.01 level of significance (α), means the hypothesis is accepted

The hypothesis test using Spearman's rho correlation revealed a correlation coefficient (r) of 0.418 with a significance level of p = 0.000. This finding indicates that there is a highly significant positive relationship between Work Engagement and Organizational Citizenship Behavior among millennial employees at Agency X.

This positive association indicates that as employees become more engaged with their work, their OCB levels also rise. On the other hand, low engagement tends to align with reduced OCB. Conversely, when work engagement is low, employees also tend to show lower levels of OCB. The coefficient of determination (R^2) is 0.178, indicating that work engagement contributes effectively by 17.8% to the increase in OCB, while the remaining variance is influenced by other factors.

Table 4. Descriptive Statistic of Work Engagement and OCB Scales

Variables	N	Mean	Std. Deviation	Min	Max
Work Engagement	92	71.11	14.929	38	102
OCB	92	85.76	10.750	65	104

Table 5. Subject Categorization Grouping

Variables	Score	Amount	Percentage	Category
Work Engagement	38-57	18	20%	Low
	58-87	63	68%	Medium
	88-102	11	12%	Hight
OCB	65-74	8	9%	Low
	75-95	59	64%	Medium
	96-104	25	27%	Hight

The descriptive analysis revealed a mean score of 71.11 for Work Engagement, with a standard deviation of 14.929 and score distribution ranging from 38 to 102. For OCB, the mean was 85.76, with a standard deviation of 10.750 and a score spread between 65 and 104. These results suggest that most employees' work engagement and OCB levels fall within the moderate category.

Based on the categorical distribution of respondents:
a. In terms of Work Engagement, 20% of participants scored low, 68% fell into the moderate category, and 12% showed high engagement. Regarding OCB, 9% were categorized as low, 64% moderate, and 27% high
b. 9% of employees have low OCB, 64% have moderate OCB, and 27% have high OCB.

This indicates that most millennial employees are at a moderate level of engagement and OCB, although a proportion of employees with low engagement still requires managerial attention.

The results of this study are in line with Schaufeli's theory, which emphasizes that Work Engagement plays an essential role in encouraging employees to exhibit positive behaviors at work. Employees with high engagement tend to be more enthusiastic, motivated, and willing to take on extra tasks without being asked, as they feel a moral and emotional responsibility toward their organization. The phenomenon observed at Agency X shows that millennial employees tend to lack voluntary behavior, such as helping coworkers outside their formal job descriptions or participating in non-mandatory organizational activities like weekly religious programs. The low work engagement among some millennial employees is also evident in their minimal social concern in the workplace, reluctance to work overtime except at year-end, and frequent complaints about workloads and job transfers.

Nevertheless, there are still some employees who demonstrate high engagement and OCB, as reflected in those who are willing to help, take initiatives, and show pride in their work, although their numbers remain limited. These findings reinforce the study by Mustofa (2017) [14]., which concluded that employees with high work engagement tend to perform their tasks enthusiastically and voluntarily. The results also support Mathumbu and Dodd's (2013) research, which highlights the importance of work engagement in shaping OCB within the workplace.

From a human resource management perspective, this study provides valuable insights for Agency X to improve millennial employees' work engagement through strategies such as: Building a supportive and collaborative work culture, Providing challenging tasks that stimulate creativity. Delivering constructive feedback and appropriate recognition. And Offering attractive career development opportunities for millennials.

By increasing employees' work engagement, it is expected that their OCB will also develop further, positively impacting the organization's overall effectiveness and productivity.

4. Conclusions

This study confirms a strong and significant relationship between work engagement and Organizational Citizenship Behavior (OCB) among millennial employees at Institution X. The findings reveal that employees with higher engagement levels are more likely to exhibit positive, discretionary behaviors that go beyond formal job expectations, thus contributing meaningfully to the overall organizational effectiveness. This reinforces the notion that engaged employees who are emotionally, cognitively, and behaviorally invested in their work naturally display greater concern for their colleagues and the success of their organization. The empirical results not only validate the initial hypothesis but also support existing theories suggesting that work engagement plays a crucial role in shaping voluntary, prosocial behavior in the workplace.

By demonstrating a 17% effective contribution of work engagement to OCB, the study highlights the strategic value of fostering engagement, especially within millennial-dominated institutions. The originality of this research lies in its focus on generational behavioral patterns in a specific organizational context, offering a nuanced understanding of how psychological factors manifest in real work settings. Practically, the findings suggest that organizations aiming to enhance collaborative culture and discretionary performance among young employees should invest in initiatives that promote engagement, such as meaningful work design, recognition systems, and open communication channels. Future research can expand on these insights by incorporating additional psychological or contextual variables that may mediate or moderate the relationship between engagement and citizenship behavior. In conclusion, this study contributes to the growing literature on positive organizational behavior by evidencing that higher work engagement fosters stronger citizenship behavior, with direct implications for organizational development, employee retention, and workplace harmony.

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Author Contributions Statement

Name of Author	C	M	So	Va	Fo	I	R	D	W
Yosa Aunianova	✓	✓	✓	✓	✓	✓		✓	✓
Harri Kurniawan		✓				✓		✓	✓
Rina Mariana	✓		✓	✓			✓		✓

C : Conceptualization   I : Investigation
M : Methodology   R : Resources

So : Software   D : Data Curation
Va : Validation   W : Writing - Review
Fo : Formal analysis

Conflict of Interest Statement

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Data Availability *(mandatory)*

The data that support the findings of this study are available from the corresponding author, upon reasonable request.

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