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**Organizational Citizenship Behavior and the Impact of
Organizational Commitment and Work-Life Balance with Job
Satisfaction as an Intervening Variable**
Empirical Study by Utilizing SEM Lisrel and Qualitative Analysis on
Millennial Employees of South Tangerang

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ABSTRACT

Organizational citizenship behavior is considered ineffective since it is not balanced with a sufficient quality of work life, such as a comfortable working environment, a sufficient compensation, career advancement, and others. Furthermore, a lack of job satisfaction leads to many employees ignoring their work behavior. This research used a mixed method that systematically integrates quantitative and qualitative methods, with the first stage of the research utilizing quantitative methods and the second stage using qualitative ones. Subject data is the type of data utilized in this research (self-report). The information was gathered straight from the millennial employees of South Tangerang. The objective of this research is to find out efforts to increase organizational citizenship behavior by analyzing the influence of exogenous and intervening variables on organizational citizenship behavior. According to this research findings, there are some impacts of organizational commitment and work-life balance with job satisfaction, one of them is work-life balance will increase organizational citizenship behavior without the support of job satisfaction. In addition, there are four accepted hypotheses and three rejected hypotheses.

Keywords: *Job Satisfaction, Organizational Citizenship Behavior, Organizational Commitment, Work-Life Balance*

INTRODUCTION

Organizational citizenship behavior is behavior of a discretionary characteristics that is not part of the formal role requirements of the employee, but still promotes the effective functioning of the organization. Organ stated that organizational citizenship behavior of employees in an organization is influenced by several factors, such as job satisfaction, organizational commitment, work-life balance, quality of work-life, leadership, motivation and other factors (Titisari, 2014). Job satisfaction refers to an individual's perception of the work environment, relationships between colleagues, income and promotion opportunities (Belias & Koustelios, 2014).

Another phenomenon that will be studied in this research is related to organizational citizenship behavior in the millennial generation in terms of their commitment to the organization. According to Sinambela (2018), they stated that employee commitment to the organization refers to how strongly they support its objectives and want to work there in the future. Because of the individual's commitment to his organization, he will have an attitude of loyalty who wants to achieve his organizational goals properly. High commitment makes a person more concerned with the organization than personal interests and tries to make the organization better.

According to Walden, Jung and Wisterman research (2017), employees in the millennial generation are still more probable to commit with a company if they feel engaged and supported by effective communication. Regardless of their position or title, millennials demand that all information must be shared with them.

Meanwhile, according to Susi Adiauwaty (2021) research indicates the simultaneous effects of work value and job satisfaction for committed Y-generation employees are insignificant. Job satisfaction has a marginally significant impact on employee commitment in generation Y, whereas work value variable has a marginally significant impact. In addition, Eldes Willy (2021) stated that technology and the internet are characteristics that define the Generation Y. Compared to earlier generations, Generation Y has broader associations and a more multicultural environment.

Work-life balance is another aspect of millennials' employee priorities at work. In addition, work-life balance is techniques to assist staff in reducing tension caused on by unequal multiple roles. On the other hand, interacting with the millennial employees requires flexibility. Millennials favor flexible scheduling in their work environment. People born between 1982 and 2000 are referred to as millennials or Generation Y (Mishra et al., 2018). This work-life balance is important to millennials in both their professional and personal lives. Because of this, workers can't always be trusted by the business. They adapt well to change. Cultural variations are often accepted by them. The term "Multitasking or Multitasker" refers to people from Generation Y who think they can multitask

effectively and accomplish more tasks. For them, it is crucial that they work on projects they find interesting and enjoy. In addition, it's impossible to avoid the feeling of ease and relaxation for Generation Y. Furthermore, they have a variety of desires and frequently act or make decisions in order to fulfill these desires.

The quality of work life is another factor that impacts organizational citizenship behavior. The existence of job satisfaction among employees is where it all starts. The management's perspective on people, employees, and organizations is the quality of work life. By examining the degree of absenteeism, turnover, work morale, and other factors, an absolute benchmark can be used to evaluate the current level of satisfaction. Understanding how employees feel about things that have an impact on the quality of their work life is also another approach to evaluate employee satisfaction (Hasibuan, 2017).

According to Herachwati et al (2019), generation Y has different needs than the previous generation. This is in accordance with the values of work and the values of life that are owned by each generation. Therefore, the work-life balance concept also needs to be discussed in terms of the theory of needs. The results of this study found that generation Y will get a balance between work life and life outside of work (work-life balance) when the need for power in the work domain, the need for self development, the need for quality of life, and the overall need for family support are met.

Meanwhile, according to Waworuntu et al. (2022), gen Z has a more idealistic personality compared to millennials. This is reflected in the values that gen Z has to undergo meaningful work and follow their career choices. Companies need to pay attention to developing skills and learning of gen Z employees by providing training or motivation to continue formal education. Compensations and benefits are still among the top priorities for millennials and gen Z, although it is not the most important for gen Z. Companies need to review whether the salary received follows the experience and contribution of employees' work and evaluate the compensation and incentive system. Companies must consider the implementation of working time flexibility, utilization of leave without workload, and work-from-home systems. These strategies support the implementation of work-life balance and shape the job satisfaction of millennial and gen Z employees, which can improve employee performance. These strategies can be supported by an evaluation and feedback system from superiors. In addition to the work environment, millennials and gen z also expect work opportunities for greater responsibility. Companies can achieve this by implementing a transparent promotion system and career path following the expectations of millennials and gen Z.

Moreover, according to Senaratne and Tennakoon (2019), the present findings fill the gap of work-life balance studies for Gen Y in Sri Lankan context. The practical implications of the findings highlight the necessity of strengthening and customizing the work-life balance programmes those target the Gen Y employees. These programmes should essentially nurturing the job satisfaction,

flexibility & freedom and feedback & rewards as they act as the key determinant of work-life balance.

Based on several research results, it can be seen that organizational citizenship behavior and job satisfaction of millennial workers have problems that need to be studied. Whether commitment to the organization and work-life balance affect the endogenous variables that must be examined. Overall, an important issue for millennial employees at work is the responsibility they bear whether they still have good extra roles, in which extra roles (OCB) are behaviors that will appear naturally without any coercion. Based on the background and formulation of the main problems that have been described, the purpose of this research is to find efforts to increase organizational citizenship behavior by analyzing the magnitude of the influence of exogenous and intervening variables on organizational citizenship behavior, as follows:

1. The direct effect of organizational commitment on job satisfaction;
2. The effect of work-life balance on job satisfaction;
3. The effect of commitment to the organization towards organizational citizenship behavior;
4. The effect of work-life balance on the citizenship behavior of millennial employee organizations of the South Tangerang Regional Government;
5. The effect of job satisfaction on organizational citizenship behavior;
6. The effect of organizational citizenship behavior through job satisfaction;
7. The effect of work life on organizational citizenship behavior through job satisfaction.

LITERATURE REVIEW

Organizational Citizenship Behavior

Organizational citizenship behavior is an organization can develop as a result of acts like being intensely dedicated to it, supporting it, and working to enhance its operations (Colquitt et al., 2019). Other statement stated that organizational citizenship behavior is extra-individual activity that supports the efficient operation of the organization as a whole but is not openly or directly acknowledged by the formal incentive system. Because behavior is not required by a function or job description and is instead chosen voluntarily and unassisted, failure to engage in it will not result in consequences. While proactivity is about long-term self-initiated action that overcomes hurdles to attain long-term organizational goals, organizational citizenship behavior is a subtle social function of the organization (Wan, 2016).

Organizational citizenship behavior can occur from a variety of internal factors, such as employee job satisfaction and high organizational commitment (Robbins & Judge, 2013). If employees are satisfied with the job they are doing,

they will put out their best effort to complete it, possibly even going above and beyond what is required of them. Referring to this, when someone is highly committed to an organization, they will go above and beyond to improve it because they believe in it (Elsbach et al., 2016).

Dimensions in organizational citizenship behavior have various classifications depending on the researchers perspective. According to Colquitt, LePine and Wesson (2020) there are three dimensions of organizational citizenship behavior, such as (1) voice is the engagement of talking and offering constructive suggestions for change; (2) civic virtue is a deeper level of involvement in the operations of the firm through voluntary attendance at meetings and events, reading and adhering to organizational announcements, and keeping up of business news that impacts the company; (3) boosterism is an organization's representation in activities outside the company such as promoting good things about the company or commonly called Corporate Social Responsibility (CSR).

Meanwhile, Organ stated that there are five dimensions of organizational citizenship behavior, such as (1) altruism is the behavior of helping other employees without coercion and prioritizing others interests; (2) civic virtue is the voluntarily supporting and participating in organizational activities, both professionally and socially; (3) conscientiousness is prudential behavior such as efficient use of time, and high attendance; (4) courtesy is the act of helping others with their work-related issues; (5) sportsmanship is a technique of acting that maximizes the time spent on positive activities within the group.

Job Satisfaction

Robbins and Judge (2015) stated that job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics is broad. In addition, Colquitt (2019) indicated that satisfaction is a pleasureable emotional state resulting from appraisal of one's job or experiences. It represents how you feel about your job and what you think about your job.

Another factors that affect organizational citizenship behavior, one of them is job satisfaction (Titisari, 2014). Employee satisfaction is the level of acceptance and approval or employee happiness towards various aspects of management practices carried out by the organization, management and superiors as well as various other work and work environment factors. Job satisfaction refers to the level of fulfillment of one's needs, desires, desires. Satisfaction really depends on what a person wants and what he then gets. Satisfaction is a combination as an employee's reaction to the difference that arises between what he wants and what is actually received (Ahmad Pella, 2020). In addition, Colquitt, Lepine and Wesson (2019) stated that job satisfaction is influenced by several factors, such as adequate salary, promotion, relationship with superiors, good relations with colleagues, occupation, altruism, status, and a comfortable and pleasant environment.

Organizational Commitment

Commitment to the organization is a professionalism, emotions, belief, and willingness that conveys the need, desire, responsibility, alignment, and involvement to work hard, a clear desire to remain in the company, and the best effort, energy, and time for a task or activity (Busro, 2018). On the other hand, Colquitt (2019) stated that commitment to the organization is defined as the desire of the employee to remain a member of the organization. Commitment arises because of awareness and mutual trust between one person/party and another. Commitment to the organization is one of the determining factors whether he wants to remain a member of the organization or he tries to leave (find a job in another organization). Commitment to the organization reflects how an individual identifies himself with the organization and is bound by certain goals. Then, Candelario (2020) indicated that government employees are highly committed to their organizations and highly satisfied in their jobs. In addition, their high satisfaction with their work is due to their high commitment to the organization, and vice versa indicating that there is a strong and positive relationship between commitment to the organization and job satisfaction.

According to Karishma Daswani, Shawn Grimsley, Jerry Allison (2022) stated about three-component model of organizational commitment. Organizational commitment can be defined as a circumstance when employees take a stand for a specific organization and its objectives and intend to be a member of that organization. Robbins and Judge describe three commitments, such as (1) affective commitment is an emotional attachment to the organization and belief in its principles; (2) continuance commitment is the estimation of the financial benefits of remaining in an organization as opposed to leaving it; and (3) normative commitment is the duty to remain in an organization due to moral or ethical considerations.

Work-Life Balance

Philips (2019) stated that past generations' workers either lived for their jobs or prioritized a healthy work-life balance. On the other hand, Millennials live to work. They have no interest in balancing their lives with job hours or working from sunrise to sunset. They frequently take this strategy for granted, but it can truly benefit. Having this mindset, millennials actively pursue accomplishing things in the most effective manner while removing pointless regulations or formalities. These alternatives are designed to finish time-wasting and ineffective tasks. Meanwhile, Suryani et al (2019) stated that organizational commitment and work-life balance have a positive and significant influence on job satisfaction, while job satisfaction, work-life balance, and citizenship behavior have a positive and significant influence on each other. Based on the findings of these researchers, it is

explained that in order to lessen conflict within a company, a balance between duties inside and outside of the workplace is required. In order for employees to maintain and create harmony at work, balance also applies to their personal lives.

RESEARCH METHODOLOGY

The type of this research is associative which aims to find out the effect or relationship between two variables or more (Sugiyono, 2014). This research is explanatory research with a causality approach, which means it seeks to analyse how various management concepts, variables, or strategies relate to one another through a cause and effect (Ferdinand, 2014).

This research employs a mixed methodology that sequentially mixes quantitative and qualitative approaches; the first phase of the research is conducted using quantitative methods, and the second phase is conducted using qualitative methods. Subject-specific data, such self-reports, were the type of data used in this research. The data was gathered both quantitatively and qualitatively directly from the source, who were the millennial employees of the Regional Government of South Tangerang. This research uses both primary and secondary data, which are based on data sources.

Primary data is a type and source of research data obtained directly from the first source without going through intermediaries either individuals or groups, such as questionnaires, observations, and group discussions at the South Tangerang City Government office (Yusuf, 2017). Secondary data is a source of research data obtained by researchers indirectly through intermediary media, such as data from the Central Bureau of Statistics, employee data from the Personnel Education and Training Agency or the Staffing & Human Resources Development Agency, books, journals and articles related to research variables.

RESULT AND DISCUSSION

The Effect of Organizational Commitment on Job Satisfaction

Hypothesis 1: Organizational commitment has a direct positive effect on job satisfaction for millennial employees of the South Tangerang Regional Government

Based on the results obtained from the results of the quantitative analysis, it shows that the path coefficient of organizational commitment to job satisfaction is 0.99, then H_0 is rejected and H_1 is accepted which means that organizational commitment has a strong impact on job satisfaction. The standardized solution value of 0.99 indicates that if organizational commitment increases by one unit, job satisfaction will increase by 0.99 units. Therefore, organizational commitment has a direct effect on job satisfaction for millennial employees of the South Tangerang Regional Government. According to the research of Puspitawati and Riana (2014),

which indicated that the organizational commitment variable significantly affects job satisfaction, the findings of this research are coherent with that finding. Meanwhile, according to Candelario (2020) stated that government employees are very dedicated to their organizations and quite satisfied with their employment.

According to the results of the respondent's score indicates that the organizational commitment variable is in the score range 3.75-4.09 with an average of 3.95. The lowest score of 3.75 is shown on the dimension of ongoing commitment which means that there are still many millennial employees who want to stay in the organization, while the highest score is on the normative dimension of 4.09 which means that organizational commitment appears when affective commitment has been related to how to spend a career, teamwork, trust accepts institutional values, and trust accepts organizational goals. Almost around 27.8% of respondents answered disagree and strongly disagree, if they had to work harder for the progress of the institution and 58.2% answered disagree and strongly disagree, if the workload given was unclear. The cross tab results indicate that there is a relationship between the respondent's education profile and organizational commitment with an asymp.Sig value of 0.023, which is less than 0.05 with a significant level of 5%. Based on this analysis, other profile variables such as age, gender, length of service, work place, and position of the respondent have no relationship with organizational commitment.

The findings of the qualitative research, which involved focus group discussions, support the claims provided in the quantitative questionnaire. When qualitative and quantitative answers were compared, it became clear that there were distinctions in the indicator of the desire to remain in the organization, with the quantitative findings being better and the qualitative findings being more moderate. Some of the expectations of employees in receiving training programs with higher advantages are known based on the answers of the respondents.

The Effect of Work-Life Balance on Job Satisfaction

Hypothesis 2: Work-life balance has no direct effect on job satisfaction for millennial employees of the South Tangerang Regional Government

Based on the findings, it can be concluded that there is no relationship between work-life balance and job satisfaction (the correlation value of work-life balance on job satisfaction is -0.13, which is smaller than the standard), supporting H_0 and rejecting H_2 . The standardized solution value of -0.13 indicates that work-life balance has no impact on job satisfaction for millennial employees of the South Tangerang Regional Government. According to Azeem and Akhtar (2014), who argues that work-life balance is the proportion of satisfaction or compatibility between various responsibilities in one's life, the findings of this research do not assist the hypothesis of work-life balance, which has a substantial impact on job satisfaction. This is inconsistent with the research reviewed by Greenhaus, Collins and Shaw that work-life balance is measured by the balanced involvement of

employees in their roles in their work and non-work lives. Meanwhile, the results of research by Pradhan et al (2016) indicate that all factors of work-life balance are positively correlated with dimensions of organizational citizenship behavior. Then, Azeem and Akhtar (2014) in their research revealed that there is an effect of work-life balance on job satisfaction. On the other hand, the results of research by Alianto and Anindita (2018) which support this research explain that work-life balance does not directly affect job satisfaction with t_{value} of -0.13 which means that the hypothesis is rejected and good work-life balance does not affect job satisfaction.

The Effect of Organizational Commitment to Organizational Citizenship Behavior

Hypothesis 3: Organizational commitment has no direct effect on organizational citizenship behavior among millennial employees of the South Tangerang Regional Government

Based on the results obtained from quantitative analysis, it indicates that the path coefficient of organizational commitment to organizational citizenship behavior is -0.19, then H_0 is accepted and H_3 is not accepted, which means that commitment to the organization has a strong influence on job satisfaction. The standardized solution value of -0.19 indicates that there is no direct effect of commitment to the organization on the organizational citizenship behavior for millennial employees of the South Tangerang Regional Government.

This is not in accordance with Ismail's research (2013) which revealed that organizational commitment has a positive effect on the organizational citizenship behavior of working women. According to Prasetyo et al (2015), organizational commitment can mediate the relationship between job satisfaction and organizational citizenship behavior. In addition, the commitment variable is included in the equation in strengthening the effect of job satisfaction. He emphasized that organizational commitment has a positive and significant influence on the development of extra-role behavior. On the other hand, Kurniawan (2015) showed different results where affective and continuance commitment had no significant effect except for normative commitment which had a significant effect on organizational citizenship behavior. Khan and Rashid (2015) state that the variable commitment to the organization is not significant in explaining organizational citizenship behavior. Meanwhile Novianti (2021) shows that continuance commitment and normative commitment do not have a direct effect on organizational citizenship behavior with path coefficients of -0.024 and -0.005 respectively, which means H_0 is accepted. This statement is also supported by the research of Arum Darmawati, Lina Nur Hidayati and Dyna Herlina S (2013) who found that the organizational commitment variable had no effect on the organizational citizenship behavior variable of FISE UNY employees with a coefficient of -0.52 and a significance of 0.625. Therefore, the second hypothesis

which states that organizational commitment has an effect on organizational citizenship behavior is not supported or the hypothesis is rejected.

The Effect of Work-Life Balance on Organizational Citizenship Behavior

Hypothesis 4: Work-life balance has a positive direct effect on organizational citizenship behavior for millennial employees of the South Tangerang Regional Government

Based on the results obtained, it indicates that the path coefficient of work-life balance on organizational citizenship behavior is 0.32 and is smaller than the standard, which means that work-life balance has no effect on job satisfaction as has been explained that H_0 is rejected and H_4 is accepted. The standardized solution value of 0.32 indicates that there is a positive direct effect of work-life balance on the citizenship behavior for millennial employees of the South Tangerang Regional Government.

The findings of this research are coherent with Hudson's theory, which states that one's level of satisfaction or compatibility with various roles in their life determines how well their work-life balance is accomplished. This is in appropriate with the definition provided by Greenhaus, Collins, and Shaw, who stated that the degree to which employees are equally involved and satisfied in their responsibilities in both work life and non-work life is the indicator of work-life balance. Work-life balance has a considerable impact on organisational citizenship behavior, according to Amri and others (2021). He also indicated how organizational commitment has a significant on the relationship between work-life balance and organizational citizenship behavior. Research by Prasetyo et al (2015), whose findings describe, analyze, and test the impact of work-life balance, provides this statement.

The Effect of Job Satisfaction on Organizational Citizenship Behavior

Hypothesis 5: Job satisfaction affects on organizational citizenship behavior for millennial employees of the South Tangerang Regional Government

Based on the results obtained, it indicates that the path coefficient of satisfaction on organizational citizenship behavior is 0.67, and is greater than the standard, which means that job satisfaction has an effect on organizational citizenship behavior, which means that H_0 is rejected and H_5 is accepted. The standardized solution value of 0.67 indicates that there is a positive direct effect of job satisfaction on the citizenship behavior for millennial employees of South Tangerang Regional Government.

The results of this research are in accordance with the research of Ariani et al (2017) that simultaneously the two independent variables in this research, namely organizational culture and job satisfaction affect organizational citizenship behavior. Job satisfaction variable has a positive and significant effect on

organizational citizenship behavior. Meanwhile, organizational culture and job satisfaction simultaneously influence organizational citizenship behavior.

The Effect of Organizational Commitment on Organizational Citizenship Behavior through Job Satisfaction

Hypothesis 6: Organizational Commitment has no direct effect on organizational citizenship behavior through job satisfaction for millennial employees of the South Tangerang Regional Government. Job satisfaction mediates the effect of commitment to the organization on organizational citizenship behavior

Based on the results obtained, it indicates that the path coefficient of organizational commitment to organizational citizenship behavior through job satisfaction is 0.67 which is greater than the standard. Therefore, organizational commitment has an influence on organizational citizenship behavior through job satisfaction, which means that H_0 is rejected and H_6 is accepted. The standardized solution value of 0.67 indicates that there is a positive indirect effect of commitment to the organization on organizational citizenship behavior through job satisfaction for millennial employees of the South Tangerang Regional Government.

The results of this research are in accordance with the research of Prasetyo et al (2015) which states that the higher one's work commitment, the greater the significant impact it will bring to the continuity of the development of the organization itself, and simultaneously job satisfaction and organizational commitment affect organizational citizenship behavior change caused by commitment to the organization and satisfaction. Work leads to whether or not the performance of human resources in the organization is good. High performance of human resources (employees) will encourage the emergence of organizational citizenship behavior, namely behavior that exceeds what has been standardized by the company (Darmawati & Indartono, 2015). Furthermore, according to Suryani et al (2016) states that there is a positive and significant effect on organizational commitment, work-life balance, and job satisfaction simultaneously on citizenship behavior.

The Effect of Work-Life Balance on Organizational Citizenship Behavior through Job Satisfaction

Hypothesis 7: Work-life balance does not directly affect organizational citizenship behavior through job satisfaction for millennial employees of the South Tangerang Regional Government. Work-life balance has a direct effect on organizational citizenship behavior without mediating job satisfaction

Based on the results obtained, it indicates that the path coefficient of work-life balance on organizational citizenship behavior through job satisfaction is 0.05, and it is smaller than the standard which means that work-life balance has an effect on organizational citizenship behavior through job satisfaction. Therefore, H_0 is

rejected and H_6 is accepted. The standardized solution value of 0.05 indicates that there is no indirect effect of commitment to the organization on organizational citizenship behavior on job satisfaction for millennial employees of the South Tangerang Regional Government.

This contradicts Luthans' theory, which argues that cooperative tendencies are an aspect of voluntary behavior in organizations and that employees' loyalty to the company would increase if they feel that all of their needs have been fulfilled or that their work is satisfying.

CONCLUSION AND SUGGESTION

Conclusion

Although the results of quantitative research can be concluded that there is a positive direct effect of commitment to the organization on job satisfaction. This is in accordance with the results of qualitative research that the data from quantitative research have similarities with the data from qualitative research. Thus it can be interpreted that strengthening commitment to the organization of Millennial Employees of the South Tangerang City Regional Government will increase job satisfaction.

Based on the results of quantitative research, it can be concluded that there is no direct effect of work-life balance on job satisfaction. This is supported by qualitative research that the data from quantitative research results are similar to qualitative data. Thus it can be interpreted that the work-life balance of Millennial Employees of the South Tangerang City Regional Government will not increase job satisfaction, but there are other factors that are not studied.

Suggestion

Enhancing Millennial Employees of South Tangerang Regional Government's Work-Life Balance, Job Satisfaction, Organizational Commitment, and Citizenship Behavior.

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