

The Relationship Between Work Engagement and Organizational Citizenship Behavior Among Millennial Employees in Yogyakarta

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ABSTRACT

This research aims to determine the relationship between work engagement and organizational citizenship behavior (OCB) among millennial employees in Yogyakarta. The hypothesis proposed is that there is a positive relationship between work engagement and OCB in this demographic. The subjects of this study comprised 72 millennial employees working in Yogyakarta with a minimum working period of one year, selected using a purposive sampling method. Data collection was conducted using the Work Engagement Scale and the Organizational Citizenship Behavior Scale. The data analysis technique employed was the product moment correlation from Karl Pearson. The results of the data analysis revealed a correlation coefficient (R) of 0.675 with $p = 0.000$ ($p < 0.05$), indicating a significant positive relationship between work engagement and OCB. The acceptance of the hypothesis in this study is further supported by a coefficient of determination (R^2) of 0.455, indicating that work engagement contributes 45.5% to the variance in OCB, while the remaining 54.5% is influenced by other factors not examined in this study, such as perceived organizational support, transformational leadership, employee religiosity, job satisfaction, and organizational culture. These findings suggest that enhancing work engagement can significantly foster OCB among millennial employees, thereby contributing to better organizational performance and culture.

Keywords: *engagement, millennials, organizational, work, Yogyakarta*

Introduction

The growth of technology in modern times has brought about many transformations to industries and organizations. This necessitates industries to keep pace with the changing times in advancing their business. Therefore, organizations require a workforce or human resources that can operate technology well and can respond responsively to changes in technology itself. According to Limawandoyo & Simanjuntak (2013), human resources or the workforce is a significant aspect in any business activity because the quality of it greatly determines the performance of an organization or industry. Thus, organizations need to improve the quality of their human resources in order to adapt and optimally utilize technology in achieving organizational goal

One of the workforces that has become the spotlight in the professional world today is the millennial generation. The millennial generation refers to those born between 1980 and 2000, their numbers are continuously increasing in the workforce and they are the main contributors to organizations (Gong et al., 2018). This generation has characteristics that differ from previous generations, such as having good ability in operating technology and being more open to changes within organizations (Cran, 2014). On the other hand, the millennial generation also tends to have an individualistic nature that leads to self-centeredness, feeling uncomfortable and easily bored, being impatient, and lacking responsibility for their work (Oktariani, Hubeis and Sukandar, 2017). These characteristics are thought to make the millennial generation have low organizational citizenship behavior (OCB), even when compared to previous generations (Negoro in Kurniyadi, Wicaksana and Asrunputri, 2020).

Organ, Podsakoff and MacKenzie (2006) define OCB as discretionary behavior that goes beyond job description and is not part of an employee's formal role requirements, but promotes the effective functioning of the organization. Organ, Podsakoff and MacKenzie (2006) state that there are five aspects of OCB: altruism (helping others), courtesy (maintaining good relationships with co-workers), sportsmanship (exhibiting a high tolerant attitude towards less than ideal conditions), conscientiousness (carrying out duties beyond expected standards), and civic virtue (actively participating and being involved in the organization). According to Organ, Podsakoff and MacKenzie (2006), employees should have behaviors that help others, maintain organizational secrets, not complain, and voluntarily carry out their work so that there is OCB. Soegandhi, Sutanto, and Setiawan (2013) state that OCB is when employees perform jobs that are not their main tasks, such as providing extra services, providing assistance, being willing to cooperate with other employees, providing input to the organization, and actively participating. Markozy in (Titisari, 2014) states that good employees are those who exhibit OCB in their work environment, and with this behavior, the organization will become better.

However, the general fact about OCB is that in a study conducted by Saputra (2019), on employees of a technical education implementation unit in Yogyakarta, it showed that 86.7% of employees had low OCB, 10% of employees had moderate OCB, and 3.3% of employees had high OCB. Another study conducted by Novitri (2016) at RSCM, whose subjects were dominated by millennials aged 20-40 years, with 163 subjects out of a total of 200 subjects, showed that 126 subjects (63%) had low OCB, 10 subjects (5%) had moderate OCB, and 64 subjects (32%) had high OCB.

In a study conducted by Erturk (2007), low OCB can lead to a decline in the organization's image. This is in line with the opinion of Fatima et al. (2015), who revealed that low OCB can result in various negative impacts, such as personal problems that occur among co-workers, a lack of ethnic responsibility, and a decrease in the effectiveness of an organization. Therefore, it is expected that employees can have high OCB. According to Podsakoff et al. (in Kusumajati, 2014), the benefits of OCB for company performance are that

it can increase co-worker productivity, increase manager productivity, save the overall resources of the organization, help conserve scarce energy resources for group functions, serve as an efficient means of coordinating work group activities, enhance the organization's ability to attract and retain the best employees, increase the stability of organizational performance, and improve the organization's ability to adapt to environmental changes. OCB in employees arises due to factors that influence it. Mathumbu and Dodd (2013) suggest that there are two potential factors that influence OCB, namely perceived organizational support (POS) and work engagement. Meanwhile, Darto (2014) proposes that the factors influencing OCB are transformational leadership, employee religiosity, job satisfaction, and organizational culture. Schaufeli et al. (2002) define work engagement as a positive, fulfilling, and work-related state of mind characterized by high levels of energy, dedication, and full concentration. Schaufeli et al. (2002) identified three aspects of work engagement, namely: vigor (employees exhibiting high energy and mental resilience while working, willing to put in extra effort at work, and diligent in working even when facing difficulties), dedication (involvement in the job, enthusiasm in working, having high creativity, being proud of their job, and feeling challenged at work), absorption (full concentration at work, feeling happy with their job, and feeling that time passes quickly, and the individual finds it difficult to stop or does not want to leave their job).

Previous research has shown that work engagement has a positive impact on individual and organizational performance. Sridhar and Thiruvankadam (2014) suggest that the behavior of engaged employees will make more efforts to improve organizational performance, not only to improve their own performance but also to focus on developing the overall organization. Schaufeli, Bakker & Salanova (2006), engaged employees will have a strong dedication to the organization, leading to high involvement in efforts towards the organization's progress and resilience in carrying out their work. Karimi, Enayati, and Shahtalebi (2014) demonstrate a positive relationship between work engagement and employee OCB. According to Khan (1990), disengaged employees will withdraw physically, cognitively, and emotionally, resulting in decreased productivity levels of an organization. The purpose of this research is to determine the relationship between work engagement and OCB among millennial employees in Yogyakarta.

Methods

The research subjects were 72 millennial employees working in Yogyakarta with a minimum of 1 year of work experience. The sampling technique used in this research was purposive sampling. The scale method used in this research employed the Likert scale. In this study, two types of scales were used: the OCB scale and the work engagement scale. Data collection was conducted online. The data analysis method in this research used Karl Pearson's product-moment correlation statistics with the help of the SPSS version 22 program. The validity test technique used was the product-moment correlation formula, and the reliability test was carried out using the Cronbach's alpha formula.

Results

The researcher collected data from 72 subjects through questionnaires, obtaining research data which was subsequently processed using SPSS version 22 program. Data analysis was then conducted. Based on the data processing performed, the following descriptive statistics were obtained:

Table 1. Descriptive Statistics

Variable	N	Min	Max	Mean	Std. Deviation
Organizational Citizenship Behavior	72	54	96	72.90	8.915
Work Engagement	72	31	67	50.71	7.359

The descriptive statistics results, as presented in table 1 above, indicate that the number of subjects recorded is 72 individuals. The OCB variable exhibits a mean value of 72.90, with a minimum value of 54 and a maximum value of 96. The work engagement variable demonstrates a mean value of 50.71, with a minimum value of 31 and a maximum value of 67. The standard deviation for the OCB variable is calculated at 8.915, while the work engagement variable shows a standard deviation of 7.359.

1. Assumption Test

According to Hadi (2017), before conducting hypothesis testing using the product-moment correlation analysis technique, several prerequisites must be met. These prerequisites include performing normality test and linearity test.

a. Normality Test

The normality test is conducted to determine whether the measured distribution follows a normal distribution or not. The normality test employs the one-sample Kolmogorov-Smirnov (KS-Z) analysis technique. The guideline used is as follows : if the KS-Z significance value is > 0.050 , then the data distribution follows a normal distribution, and if the KS-Z significance value is ≤ 0.050 , then the data distribution does not follow a normal distribution (Hadi, 2017).

Table 2. Normality Test

Variable	Kolmogorof -Smirnov		Description
	Statistic	Sig.	
Organizational Citizenship Behavior	.138	.002	Data is not normally distributed
Work Engagement	.123	.009	Data is not normally distributed

Based on the normality test results in table 2 above, the *OCB* variable obtained $KS-Z = 0.138$ with $p = 0.002$, which means the data distribution of the *OCB* variable does not follow a normal data distribution. In the normality test for the *work engagement* variable, $KS-Z = 0.123$ was obtained with $p = 0.009$, which means the data distribution of the *work engagement* variable does not follow a normal data distribution. According to Hadi (2017), if the number of subjects in a study is $N \geq 30$, the data can be considered normally distributed. When $N \geq 30$, the data continues to approach a normal distribution regardless of its initial distribution shape. Therefore, the Organizational *OCB* and work engagement variables can be used in the subsequent steps, namely the linearity test and hypothesis testing, as the number of subjects in this study is $N = 72$ ($N \geq 30$).

b. Linearity Test

After conducting the normality test, the researcher proceeded to perform a linearity test to determine whether the relationship between variables demonstrates a linear relationship or not. The guideline used is as follows: if the significance value $p < 0.050$, then the relationship between the independent and dependent variables is considered linear. However, if the significance value $p \geq 0.050$, then the relationship between the two variables (independent and dependent) is not considered linear.

Table 3. Linearity Test

Variable	Person Correlation	Sig.	Description
Organizational Citizenship Behavior*	65.714	.000	Linearly distributed
Work Engagement			

Based on the linearity test results shown in Table 3 above, which was conducted on both variables, the obtained result is $F = 65.714$ ($p = 0.000$, $p < 0.050$). The linearity test results indicate that the relationship between the work engagement variable and the *OCB* variable represents a linear relationship.

2. Hypothesis Test

Hypothesis testing in this research was conducted using the product-moment correlation technique (pearson correlation) developed by Karl Pearson (Sugiyono, 2016). The pearson correlation technique is used to determine the relationship between two variables, namely the independent variable and the dependent variable. If a significant correlation is obtained, it means there is a relationship between the independent variable and the dependent variable. The rule for the correlation test is as follows : if $p < 0.050$, it indicates a correlation between the independent variable and the dependent variable. If $p \geq 0.050$, it means there is no correlation

Table 4. Hypothesis Test

Variable	Person Correlation	R Squared	Sig.	Description
Organizational Citizenship Behavior* Work Engagement	.675	.455	.000	Significant

Based on the results of the product-moment correlation analysis (pearson correlation) above, a correlation coefficient (r_{xy}) of 0.675 ($p = 0.000$) was obtained, indicating a positive relationship between work engagement and OCB among millennial employees. This demonstrates that the hypothesis in this study is accepted. Furthermore, the data analysis results also show a coefficient of determination (R^2) of 0.455, indicating that workengagement contributes 45.5% to the level of OCB.

3. Demographic data

The following is demographic data of research subjects based on age, gender, and length of service :

a. Age

Table 5. Age

Age	Frequency	Percentages
21-25 years old	64	88.9
26-30 years old	4	5.6
31-35 years old	4	5.6
Total	72	100.0

Based on the data presented in table 5 above, the majority of subjects fall within the age group of 21-25 years, accounting for 88.9% of the total subjects. This age group dominates significantly, indicating that this research primarily represents the perspectives and characteristics of a relatively young population. Meanwhile, the age groups of 26-30 years and 31-35 years each represent only 5.6% of the total subjects. This distribution indicates a considerable gap between the youngest age group and the two older age groups.

b. Gender

Table 6. Gender

Gender	Frequency	Percentages
Male	28	38.9
Female	44	61.1
Total	72	100.0

Based on the data presented in table 7 above, the majority of participants in this study are women, with a total of 44 individuals or 61.1% of the total subjects. Meanwhile, male subjects number 28, representing 38.9% of the overall subjects. This composition indicates a significant gender disparity in the studied population, with a ratio of approximately 3:2 between male and female.

c. Length of Service

Table 7. Length of Service

Length of service	Frequency	Percentages
1 years	35	48.6
2 years	16	22.2
3 years	5	6.9
4 years/more	16	22.2
Total	72	100.0

Based on the data presented in table 7 above, the distribution of subjects' work tenure shows an interesting variation, with the highest concentration in the group with relatively short work experience. Nearly half of the total subjects, precisely 48.6%, have a work tenure of 1 year. This indicates that most participants in this study are relatively new in their careers. Groups with 2 years and 4 years or more of work experience each account for 22.2% of the total subjects. This equality in percentages shows a balanced distribution between workers with medium experience and those who have worked for a longer time. Meanwhile, the group with 3 years of work tenure is the smallest, representing only 6.9% of the total subjects. This low percentage may indicate specific factors affecting retention or recruitment during that period.

Discussions

This research concludes that there is a positive relationship between work engagement and OCB among millennial employees. This indicates that the higher the level of work engagement among millennial employees, the higher their level of OCB. Conversely, the lower the level of work engagement, the lower the level of OCB among these employees. Therefore, it can be concluded that work engagement is a significant predictor of the level of OCB among millennial employees. According to Schaufeli et al. (2002), work engagement is a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption. Research conducted by Handayani (2016) shows that work engagement has a positive effect on OCB, meaning that higher work engagement leads to higher OCB among millennial employees. Conversely, lower work engagement results in lower OCB. Bakker (2011) suggests that engaged employees are likely to work harder through increased levels of discretionary effort compared to those who are not engaged. Schaufeli et al. (2002) describe work engagement as having three aspects: vigor, dedication, and absorption.

Vigor is characterized by high levels of energy and mental resilience at work, the willingness to put in effort, and persistence even in the face of difficulties. Employees who have high levels of vigor possess feelings of enthusiasm, strength, and energy, and can overcome various pressures in the work environment (Pri & Zamralita, 2017). Isen and Baronin (Little et al, 2010) individuals who experience a positive mood state, such as enthusiasm, are more likely to help others. Organ, Podsakoff, and MacKenzie (2006) note that employees with strong mental capacities tend not to exaggerate problems and complain less, and show tolerance toward workplace issues. According to the research findings, millennial employees feel full of energy, enthusiastic about work, and possess a resilient mentality. Thus, they are willing to offer help and assist colleagues facing difficulties at work. Millennial employees also help find solutions if disputes arise or when other employees make mistakes. They manage to adjust to less than ideal work environments by always maintaining a positive attitude and not exaggerating issues, even when colleagues are rude.

Dedication is characterized by being committed to one's job, being enthusiastic about work, having high creativity, being proud of one's work, and feeling challenged by it (Schaufeli et al., 2002). Employees who are proud of their work find it difficult to leave and strive to exceed expected performance, effort, and time at work (Mustofa, 2017). Organ, Podsakoff, and MacKenzie (2006) say that actively involved employees will follow organizational changes, take initiatives to suggest how best operations or methods should be, and protect organizational resources. Based on the researcher's findings, millennial employees feel full of energy, enthusiastic at work, and have a resilient mentality. As a result, millennial employees are willing to offer help and assist colleagues who are experiencing difficulties in the workplace. Millennial employees also help find solutions if conflicts arise or when other employees make mistakes. Millennial employees say they can adapt to less-than-ideal work environments, such as always being kind and not exaggerating problems even when colleagues are rude.

Absorption is characterized by full concentration at work, feeling happy with one's work and feeling time passes quickly, and individuals find it difficult to stop or do not want to leave their work (Schaufeli et al., 2002). Employees who feel happy with their work will display OCB by showing spontaneous behavior and having a voluntary attitude, thus employees will demonstrate results that build their organization (Newstrom, 2007). Based on the researcher's findings, it shows that millennial employees feel happy with their work, so they thoroughly enjoy their work, saying time passes quickly. Based on this, millennial employees say they are willing to take over the work of other employees who are absent, willing to work overtime, and pay attention to the cleanliness of the work environment without any objection.

The research on the relationship between work engagement and OCB among millennial employees in Yogyakarta suggests significant strategic implications for organizational management and HR practices. Firstly, it highlights the necessity of enhancing work engagement strategies as a means to bolster OCB. Organizations could benefit from

integrating engagement-boosting practices such as employee recognition programs and tailored career development paths that cater specifically to millennial preferences and work styles (Kahn, 1990; Bakker & Demerouti, 2017). Furthermore, the findings advocate for the strategic alignment of HR policies with organizational goals to foster a culture that promotes engagement and, consequently, voluntary employee contributions beyond formal requirements.

Practically, the study advises organizations to implement specific training and development programs focused on fostering a sense of purpose and belonging among employees, as these are crucial factors in enhancing work engagement and OCB among millennials. Regular feedback and transparent communication are also recommended to maintain high levels of engagement. Additionally, incorporating flexible work arrangements can cater to the work-life balance demands of millennials, thereby potentially increasing their engagement and willingness to engage in OCB (Truss, 2001; Podsakoff et al., 2000).

The relationship between engagement and OCB has been extensively documented in literature, where engaged employees are often more willing to participate in activities that are not explicitly recognized by formal reward systems but are crucial for organizational effectiveness (Kahn, 1990; Podsakoff et al., 2000). The job demands-resources model further supports this by illustrating how job resources (e.g., support from supervisors and colleagues, opportunities for personal development) can foster engagement, leading to a higher propensity for OCB (Bakker & Demerouti, 2017).

Conclusion

The main findings of this research show that there is a significant positive relationship between work engagement and OCB among millennial employees in Yogyakarta. This indicates that the higher the work engagement, the higher the OCB of millennial employees in Yogyakarta, and the lower the work engagement, the lower the OCB of millennial employees in Yogyakarta. Work engagement variable contributes an effective contribution of 45.5% to the OCB variable, and the remaining 54.5% is influenced by other factors not examined in this study, such as POS factors, transformational leadership, employee religiosity, job satisfaction, and organizational culture.

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