

# Millennial's Organizational Citizenship Behavior (OCB)

## A Literature Review

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### ABSTRACT

Research on Organizational Citizenship Behavior (OCB) was carried out more than three decades ago. In 2025, the millennial generation will dominate the workforce, which has different characteristics from the previous generation. This literature review aims to map out research on OCB in the millennial generation in Indonesia, based on samples, objectives, determinant factors, and results of OCB in the millennial generation in Indonesia. This study uses the PRISMA method and uses data obtained from the Garuda portal, Google Scholar, and Science Direct restricted from 2015 and 2021. The results of this literature review are research maps on OCB in millennial subjects and are expected to provide a figure that can complement the existing OCB studies in the millennial generation. Based on the findings from the article, the OCB determinants found in the eight studies were external factors that the leader-member exchange, employee engagement, organizational culture, perceived organizational support, job satisfaction, work-life balance, transactional leadership, transformational leadership, clan culture, affective commitment and need of affiliation. The results showed that all of the determinants of OCB studies in the millennial generation had a positive and significant influence.

**Keywords:** *Organizational Citizenship Behavior (OCB), the Millennial Generation.*

## 1. BACKGROUND

Organizational citizenship behavior (OCB) refers to individual behavior that benefits the organization but is not formally determined or valued by the organization [1]. OCB makes a vital contribution to organizational effectiveness and helps improve performance [2,3]. Organizations are unable to easily survive if organizational members do not act as good organizational citizens [4]. Organ notes, supervisors regularly calculate and appreciate the OCB shown by employees (for example, preferential treatment, performance ratings, and promotions) [5].

OCB is a significant indicator of organizational performance [6]. OCB is very vital for the survival of the organization because it has positive consequences, both at the individual, group, and organizational levels [7]. Individual-level consequences of the OCB decrease turnover intention and contribute to

workplace socialization [8]. OCB consequences at the group level include lower group level alternations and increased workgroup efficiency [9]. OCB consequences include efficiency, cost reduction, and increased profitability [10]. The OCB increases organizational achievement, productivity and improves the organization's ability to attract and maintain the best people [3].

Another point of interest, in 2025- 2045, Indonesia is predicted to experience a demographic bonus period. Demographic bonus is a phenomenon where the productive age population (aged 15-64 years) is more than the population of unproductive age. According to the Indonesian Statistics Agency, projections of productive period, residents are predicted to account for 64 percent of the total projected population of 297 million inhabitants, and millennial groups (ages 21- 36) contribute to about

63.5 million people. It cannot be called homogeneous, but millennial generations have characteristic similarities that foster an understanding of millennial behavior and attitude [11].

Studies regarding OCB in the millennial generation showed inconsistent results. The millennial generation has the lowest OCB than the previous generation [12]. More detailed findings on Gong's study suggest that significant differences were found for the four dimensions of OCB between millennials and non-millennials, whereas quite significant differences were found for the dimensions of civic virtue [12]. However, the research by Parumasur & Govender showed different results [13]. There was no significant difference in the OCB between the millennial generation and the previous generation in this study.

The millennial generation is known for generations that have work habits and a high sense of optimism, focusing on achievement, confidence, believing in moral and social values, and appreciating the existence of diversity [14]. Millennials quickly make up their minds, demanding immediate action, expecting immediate results, thinking in the short term, goal-oriented and accomplishment-oriented, focusing on education, multicultural, wanting to impact the world, opinionated, seeking workplace optimism and flexibility, and anti-war [15-17]. In general, millennials value more leisure time and maintain a balance between work and personal life. This change in employee work values allows millennials to avoid OCB, which requires time outside of work [18].

Ten trends that would allegedly affect the organization [18]. One implication of this trend is that this trend will affect the type of OCB that may exist in organizations in the twenty-first century. In addition to the emergence of new forms from OCB, these trends can also shape the needs and frequencies of different types of existing OCBs and can change the way organizations and managers acquire OCBs from employees. The ten trends are as follows: 1. Labor shortage. Projections indicate that there will not be enough workers available in the future to meet the expected organizational demand towards workers. 2. Globalization. Economic liberalization means closer ties between the state and greater opportunities to operate in various countries 3. Immigration and migration. Multiple demands for specific skills have

led workers to move to different countries for job opportunities. Social circumstances have led some individuals to leave their country and start working at the other district 4. Knowledge-based workers. Increased number of jobs requires an intellectual capacity of the cause of labor-based work switched. 5. Improved technology use and automation in the workplace are increasing, both changing and eliminating jobs 6. Freelance-and-off jobs, Rise of short-term, application-based jobs, 7. Diversity. Increased number of women and minorities entering the workforce 8. Changes the value of work. Differences in employee value based on membership generation 9. Skill gap. Lack of individuals to fill jobs requiring special skills causes employers to leave these jobs unfilled 10. Company brand. Organizations create "brands" that represent their values both internally with employees and externally with other stakeholders.

Millennial characteristics in contrast to previous generations and some changes to the work environment are thought to affect OCB in the millennial generation. Research on OCB in millennials is found in Europe, Africa, and Asia [19], in the US [12], in India [20], in Africa [13]. Many kinds of research on OCB in Indonesia have also been carried out. However, study on OCB in millennial subjects is not widely found. This article was compiled to trace OCB research on millennial generations in Indonesia based on research subjects, OCB theory approaches, and determinant factors.

## 2. METHOD

This *Systematic Review* is compiled under *Preferred Reporting Items for Systematic Reviews and MetaAnalyses* (PRISMA). The databases processed are data from google scholar, science direct, emerald insight, and portal Garuda. Processed data is restricted from 2015 to 2021. In the last five years, the article restriction argument has been aimed at obtaining sufficient data to describe the study of OCB on millennial subjects.

Articles searches begin to be accessed on 7 to November 14 2021, with restrictions on articles in 2015 up to 2021. Using controlled keywords, namely organizational citizenship behavior, OCB, millennial, gen Y, generation, and Indonesia obtained 112 articles as follows; 34 articles from google scholar, 13 articles

from emerald insight, 53 in science direct, and two articles in portal Garuda.

Furthermore, the selection is carried out according to the inclusion criteria. Inclusion criteria include; 1). Studies with research subjects from the millennial generation, 2). The study was conducted in Indonesia, 3). Studies are born between 2015 to 2022, 4). Published as scientific articles or thesis or dissertations. The search process begins by reviewing the title and abstract of the entire search results and comparing the established criteria. Searches with controlled keywords, namely organizational citizenship behavior, OCB, millennial, Y gene, generation, and Indonesia, produced 112 articles. Of the 112 articles that met the inclusion criteria were only eight articles, whereas the remaining 104 articles were not used because they were irrelevant to the study. There are four similar articles on different databases, eight articles on OCB research but do not use millennial subjects, eight articles regarding OCB research but not using millennial subjects, there are two articles using millennial subjects but not researching OCB, and there are 90 articles with non-OCB research and non-millennial subjects. Finally, the articles selected for analysis were eight studies. A brief explanation is shown in figure 1.

By adhering to the aim of mapping research on organizational citizenship behavior (OCB) on millennial subjects, all articles that have been obtained from the selection process are concluded based on the research objectives, determinants and measurements, samples, and findings.

### 3. RESULT

The results of this study will be discussed through the research samples, objectives, determinant factors and results.

#### 3.1. Samples of the Research

Research on organizational citizenship behavior (OCB) is widely found, but research on OCB with millennial subjects in Indonesia is not widely available. A number of studies on OCB were found in the range of 2017 to 2021, generally using subjects from the millennial workforce and only in the study involving other generations [21].

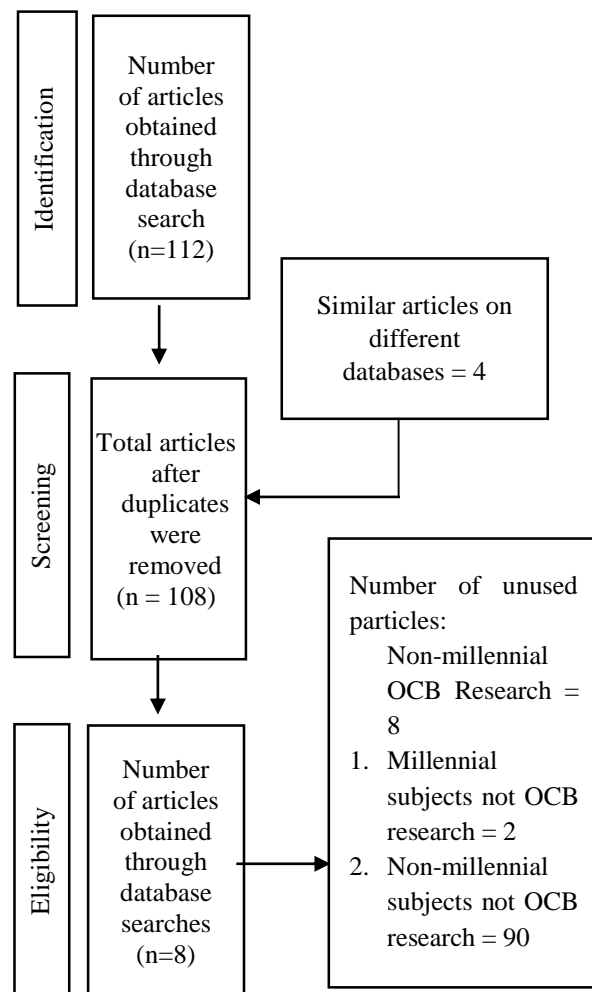


Figure 1. Flow chart of articles included in the study.

Of the nine studies found, the research subject was a millennial employee. Research subjects from banking and financial firms, millennial subjects of civil servants, and millennial subjects from the education industry [21-23]. Other studies do not include organizational characteristics.

Not all studies explain the theory perspective in setting the criteria for research subjects. Research used the year of birth between 1982-2003 [24]. The subject of Primary & Mulyati research restricts to people born 1980 to 2000 [25]. Other research does not address the concept of age restriction or millennial birth year.

#### 3.2. Objectives

The entire study on organizational citizenship behavior in millennial subjects has the aim of testing correlations and knowing how strong the role of determinants is. The research method used is a

quantitative-correlational research method. Data was collected by scale or questionnaire.

### 3.3 Determinant Factors

Determinants used in research include leader-member exchange, employee engagement, organizational culture, perceived organizational support, job satisfaction, work-life balance, transactional and transformational leadership, clan culture, affective commitment, and the need for affiliation.

#### 3.3.1. Leader-Member Exchange

Research of leader-member exchange and OCB on millennial subjects was conducted [19]. The study involved 200 millennial employees at the LPPNPI CORPORATION. This study shows that there is an influence of leader-member exchange on organizational citizenship behavior. This result means that the higher the leader member's exchange, there is more organizational citizenship behavior. In this study, researchers involved employee engagement as a mediator. Leader-member exchanges can correlate directly with OCBs and can relate through mediators of employee engagement. The results show that leader-member exchange is positively and significantly associated with OCB, both directly and through employee engagement.

#### 3.3.2. Employee Engagement

Another widely connected determinant with the OCB is employee engagement. Studies on employee engagement and OCB in the millennial generation [19, 26, 27]. All three research results showed that employee engagement influenced the OCB on millennial subjects. Mahmudi & Elmi's (2020) research involving 200 millennial employees at PERUM LPPNPI positioned employee engagement as a mediator in the relationship of leader-member exchange with organizational citizenship behavior [19]. The results of the study showed that employees. The engagement had path coefficients of 0.70 with  $p < 0.01$ . This result means that the higher the employee engagement, the higher the employee OCB is.

In line with this study, a study conducted places employee engagement as a mediator on the correlation between perceived organizational support and organizational citizenship behavior [26]. This study showed that employee engagement affected OCBs in millennial employees. Based on the results of a

calculated  $t$  value of  $14,778 < 1.96$ , hypotheses are accepted and can be proved, which means employees engagement has a significant positive effect on OCB. Then it can be concluded that employee engagement is influential to the level of employee OCB on the Preserve Tatalogic PT. The higher the employee engagement, the higher the OCB of the employee.

#### 3.3.3. Need of Affiliation

The study conducted involved 177 employees from the communications-information company [27]. This study aims to determine the effect of the need for affiliation and employee engagement on Organization Citizenship Behavior (OCB) in millennial generation employees (gen Y) in companies engaged in information and communication. The results of this study show that there is an influence between need affiliation and employee engagement on OCB; there is an influence in need affiliation on OCB, and there is an employee engagement to OCB in the millennial generation in companies moving in information and communications.

#### 3.3.4. Organizational Culture

Research found that organizational culture was influential on millennial generation OCB [19,21,28]. Research involved 53 employees as samphles in the study [28]. The results of this study indicate that organizational culture affects OCB ( $t = 0.031$ ;  $p \leq 0.05$ ). This result is in line on the correlation of organizational culture with OCB [19]. The result is an influence between organizational culture and OCB, which is indicated by path coefficients 0.41 and  $p \leq 0.001$ . The results of the study were in line with results organizational culture affects organizational citizenship behavior environment (OCBE) with a path coefficient of 0.135;  $p < 0.05$  [21].

#### 3.3.5. Perceived Organizational Support

Perceived organizational support (POS) is one of the determinants of the OCB. Research on the role of employee engagement in mediating perceived organizational support with OCB on 110 millennial employees [16]. This study showed that POS had a significant positive influence on OCB. Thus, increasing employee perceptions regarding organizational support can improve OCB behavior.

### 3.3.6. Job Satisfaction

A study found job satisfaction determinant of OCB. Research found that job satisfaction had a significant effect on OCB ( $t = 0.029$ ;  $p > 0.05$ ) [28]. In line with this research, involving 100 millennial generation employees found the effect of job satisfaction on Organizational Citizenship Behavior (path coefficient 0.468;  $p < 0.001$ ) [23].

### 3.3.7. Work-Life Balance

Research aims to determine the relationship between work-life balance and organizational citizenship behavior (OCB) mediated by happiness at work in Generation Y Civil Servants (PNS) [22]. The number of respondents involved in this study was 154 PNS Generation Y. There is a partial indirect effect (mediation) on the relationship between work-life balance and Organizational Citizenship Behavior (OCB).

Furthermore, there is a direct relationship between the work-life balance and OCB variables. There is a relationship between work-life balance and happiness at work, and there is a relationship between happiness at work and OCB.

### 3.3.8. Leadership, Affective Commitment, Culture

The study Pradana conducted (2019) aims to know the relationship significantly on transactional and transformational leadership, clan culture, affective commitment, and organizational citizenship behavior in millennium generations [29]. The research respondents of 180 respondents aged 18–37. This study indicates that the variables of transactional and transformational leadership, clan culture, affective commitment, and organizational citizenship behavior in the Millennial Generation have a significant relationship.

**Table 1.** Data Abstraction

No.	Researcher	Variable	Sample	Effect Size
1	Mahmudi, & Elmi, F. (2020)	Leader member Exchange (LMX) Organizational Culture (OC) Employee Engagement (EE) Organizational Citizenship Behavior (OCB)	397 Employee Perum LPPNPI	LMX & EE $R^2 = 0.46$ ( $p > 0.01$ ) OC & EE $R^2 = 0.47$ ( $p > 0.01$ ) EE & OCB $R^2 = 0.70$ ( $p > 0.01$ )
2	Johan Jang, & Juliana (2020).	Perceived Organizational Support (POS) Job Satisfaction (JS) Job Commitment (JC) Organizational Citizenship Behavior (OCB)	100 Milenial employee	POS & JS $t = 0.344$ ( $p > 0.00$ ) JS & JC $t = 0.368$ ( $p > 0.01$ ) JS & OCB $t = 0.468$ ( $p > 0.01$ )
3	Lana, dkk (2020).	Organizational Culture (OC) Job Satisfaction (JS) Organizational Citizenship Behavior (OCB)	53 Milenial employee	OC & JS $t = 0.11$ ( $p > 0.05$ ) OC & OCB $t = 0.031$ ( $p < 0.05$ ) JS & OCB $t = 0.029$ ( $p > 0.05$ ) OC, JS, & OCB $R^2 = 0.164$
4	Pradana, (2019).	Transactional Leadership (TL) Transformational Leadership (TF) Klan Culture Affective Commitment (AC) Organizational Citizenship Behavior (OCB)	180 Milenial employee	TL x KC = 31% TF x KC = 41% KC x AC = 39%. AC x OCB = 61%.
5	Kalimullah, dkk. (2021)	Leadership (L) Organizational Culture (OC) Job Satisfaction (JS)	60	Generation Y Path coeff. L & JS = 0.051 ( $p > 0.05$ ) Path coeff. OC & JS = 0.892 ( $p > 0.05$ )

		Organizational Citizenship Behavior for the Environment (OCBE)	Milenial employee (finance)	Path coeff L & OCBE = 0.172 (p>0.05) Path coeff OC & OCBE = 0.135 (p>0.05) Path coeff JS & OCBE= 0.677 (p>0.05) Generation X Path coeff L & JS = 0.321 (p>0.05) Path coeff OC & JS = 0.676 (p>0.05) Path coeff L & OCBE = -0.057 (p>0.05) Path coeff OC & OCBE = 0.120 (p>0.05) Path coeff JS & OCBE= 0.918 (p>0.05)
6	Pratama & Mulyati, R. (2020).	Work Life Balance (WLB) Happines at Work (HaW) Organizational Citizenship Behavior (OCB)	154 PNS generasi Y	WLB & HaW $\beta$ = 0.2264 (p>0.000) HaW & OCB $\beta$ = 0.5901 (p>0.000) WLB & OCB $\beta$ = 0.6279 (p>0.000) WLB, OCB & HaW $\beta$ = 0.4944 (p>0.000)
7	Priskila, (2021).	Employee Engagement (EE) Perceived Organizational Support (POS) Organizational Citizenship Behavior (OCB)	83 milenial employee	POS & OCB t-count value = 3,744 < 1.96, POS & EE t- count value = 2,339 < 1.96 EE & OCB t-count value of 14,778 < 1.96 EE -> POS & OCB t-count value = 2,291 > 1.96
8	Angraini, dkk (2017).	Need Of Affiliation (NoF) Employee Engagement (EE) Organizational Citizenship Behavior (OCB)	177 milenial employee	NoF & OCB $R^2$ = 0.190 (p>0.006) EE & OCB $R^2$ = 0.514 (p>0.000) NoF, EE, OCB $R^2$ = 0.527 (p>0.006)

### 3. DISCUSSION

A total of eight articles were used in the example of this literature to know the purpose, determinant, method, and results of research on organizational citizenship behavior (OCB) in millennial generations in Indonesia. The millennial generation sampled in the study was employees of several companies, including financial and banking services companies. Several other studies do not include the company's characteristics where the employee works. All articles show that the purpose of OCB research in millennials is to find the relationship or influence of the determinant factors on OCB, so the research method used in all these studies is quantitative. There are two research data retrieval methods: mostly by scale or questionnaire and by interview.

Based on the findings from the article, the OCB determinants found in the eight studies were external factors that the leader-member exchange, employee engagement, organizational culture, perceived organizational support, job satisfaction, work-life balance, transactional leadership, transformational leadership, clan culture, affective commitment and need of affiliation. The results showed that all of the

determinants of OCB studies in the millennial generation had a positive and significant influence.

### 4. CONCLUSION

The results of this literature review various studies that have been conducted related to organizational citizenship behavior (OCB) in millennial generation employees. The results are information regarding the determinant of OCB from various factors. It is expected that the results of this literature may be a foothold for other researchers, particularly in Indonesia, who want to research OCB in millennial generations. This literature only discusses research in the last five years, this limits other variables that may be associated with OCB that have not been addressed in this article. For this reason, it is necessary to search for research published in the last five years to get a complete picture. In addition, considering that other researchers use different terms for the meaning of OCB in millennials, it is also necessary to conduct a more extensive search by involving these keywords.

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