

FACTORS THAT TRIGGER THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF MILLENNIAL GENERATION EMPLOYEES

Ani Muttaqiyathun^{1*}, Ema Nurmayana², Agrestina Lukmananti³, Melisa Fitriani⁴

^{1,2,3,4}Universitas Ahmad Dahlan

* animtq@mgm.uad.ac.id

ABSTRACT

The millennial generation is often referred to as Generation Y. Researchers are still debating the year they were born, but most estimate that this generation was born in the last 22-40 years. This generation has now reached maturity, their talents have colored the world of work, especially in the business sector. Generation Y grew up with technological developments, making it easier to find information, faster to learn, aggressive, creative, and innovative than the previous generation. They are seen as having unique characteristics, expectations, priorities, and work ethic so they are not afraid of change. This unique character is very important for organizations to manifest Organizational Citizenship Behavior. This is important to support organizational performance, namely increasing the organizational ability to adapt to environmental changes such as and improve quality in a sustainable manner. The purpose of this study is to analyze the factors that can trigger the emergence of Organizational Citizenship Behavior. The research object is focused on employees who are included in the millennial generation. The sample is determined purposively from the population with certain criteria. Data collection was carried out using a questionnaire via Google Forms. Data analysis used multiple regression analysis techniques. The research findings conclude that the Adversity Quotient has no effect on Organizational Citizenship Behavior, but Transformational Leadership, Organizational Commitment, and Job Satisfaction are stated to have a significant positive effect on Organizational Citizenship Behavior.

Keywords: *adversity quotient, millennial generation, organizational citizenship behavior*

This article is licensed under [CC BY-SA 4.0](https://creativecommons.org/licenses/by-sa/4.0/) 

INTRODUCTION

Millennials or Generation Y are a demographic group after Generation X. There is no definite time limit for the beginning and end of this group. Experts and researchers typically use the early 1980s as the beginning of birth and the early 2000s as the end of this group. The millennial generation was born and grew up in the era of technological development and has the ability to use technology better than the previous generation. This ability makes them easy to find information, faster to learn, and more creative and innovative. Millennials in the workplace have challenged the boundaries of traditional work. This generation is seen as having unique expectations, priorities, and work ethic. It is these millennials now who color the world of work today and in the future. Their special characteristics need to be well managed for the sustainability and future image of the organization.

Every organization will definitely choose employees who have good behavior and are highly dedicated to the organization. The main duties of employees should be clearly stated in the job description or job description. However, many organizational management also strongly expect the emergence of positive performance behavior of employees outside of their main duties (Sudarmo & Wibowo, 2018). Employee performance is outside of the main task, one of which is Organizational Citizenship Behavior (OCB), which is a positive performance behavior for the organization. OCB should not present itself, but many factors trigger it. OCB can arise from several factors including organizational commitment and employee job

satisfaction (Mandiri & Kurniawan, n.d.). Based on the results of several previous studies, the results are still very diverse or inconsistent. Research on OCB has indeed been done a lot, but those that focus on the objects of the millennial generation are still relatively few or less, even though this generation now dominates the world of work (Hidayat & Kusumawati, 2014).

The author is interested in researching in one of the state-owned companies because he sees the phenomena that occur. In this company, employees work with high dedication and optimally at work and have a commitment that is in accordance with the company's mission that can improve performance and revenue every year as well as a better company image. The purpose of this study is to analyze the factors that can trigger the emergence of organizational civic behavior. This research is urgent because the majority of employees are aged, including millennials. These are the ones who will maintain the sustainability of the next organization. Based on the background description above, the author is interested in researching the role of adversity quotient, transformational leadership, organizational commitment and job satisfaction with OCB in millennial generation employees of state-owned companies.

Organizational Citizenship Behavior (OCB)

OCB is defined as work related to non-binding behavior (employees) and not related to compensation provided by the organization, however, this performance as a whole can improve the effectiveness of organizational functions (Gallos, 2006). Specifically, OCB can affect organizational performance in terms of:

1. Encourage increased productivity of managers and employees.
2. Encourage the use of the resources that the organization has for more specific purposes.
3. Reducing the need to use scarce organization resources on maintenance functions.
4. Facilitate coordination activities among team members and working groups.
5. Further enhance the organization's ability to nurture and retain qualified employees by making the work environment a more enjoyable place to work.
6. Improve organizational performance stability by reducing the diversity of performance variations of each organizational unit.
7. Improving the ability of organizations to adapt to changes in the environment.

There are five dimensions in Organizational Citizenship Behavior, namely: Altruism, Conscientiousness, Courtesy, Sportsmanship, and Civic virtue (Luthans, 2006).

Factors Affecting Organizational Citizenship Behavior (OCB)

Human resources (HR) are the most important factor in the effort to achieve success. Currently, it is well realized that human resources are a very important company problem because, with human resources, other resources in the company can function. Human resources can create efficiency and effectiveness. Through human resources, managers or leaders can find the best way to utilize people in their company environment so that the desired goals can be achieved. There are several factors that affect OCB including job satisfaction, fairness, intrinsic motivation, leadership style, gender, and length of service (Sitio, 2021). Factors that affect OCB include personality, organizational culture, organizational climate, job satisfaction, organizational commitment, transformational leadership & and servant leadership, employee social responsibility, employee age, work involvement, collectivism, and organizational justice (Kusuma et al., 2013).

METHOD

The population in this study is all active employees of state-owned companies in Jakarta. In this study, the subjects selected were employees of PT X. Based on the data obtained, there were approximately 250 active employees, while employees who belonged to the millennial generation were around 150 employees. Thus the population in this study was 150 millennial generation employees. The selection of samples in this study used a saturated sampling technique or the entire population was used as a sample. This is done so that researchers and companies can get better information based on the results of this study.

Operational definition and measurement

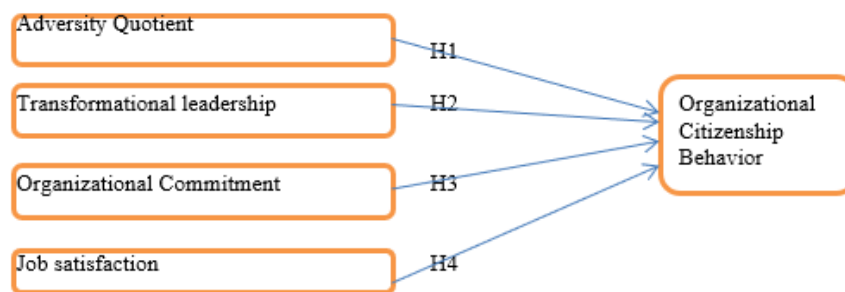
In the framework of this study, the measurement of each variable will use a scale developed by each expert as shown in Table 1 below:

Table 1. Variables and Indicators

Variable	Indicators
Organizational Citizenship Behavior (Organ et al., 2005)	1. Altruism 2. Conscientiousness 3. Courtesy 4. Sportsmanship 5. Civic virtue.
Adversity Quotient (Rhey Mark & Sylvia, 2022)	1. Control 2. Origin ownership 3. Reach 4. Endurance
Transformational Leadership	1. Charismatic 2. Onal inspiration 3. Intellectual stimuli 4. Individual considerations
Organizational Commitment	1. affective commitment 2. ongoing commitment 3. normative commitment
Job Satisfaction	1. their own work 2. Salary or Wages 3. Co workers 4. promotion 5. the attitude of the superior.

The instruments used in this study refer to research instruments that have been used in several previous studies. However, researchers still conduct instrument trials first to ensure that the instrument is suitable for the conditions of the predetermined research object. The instruments in this study were tested using validity tests. After conducting validity tests for all items of each variable's statement, the researcher will also invite one expert and colleagues to discuss the validity of the contents of the questionnaire in the form of a Forum Group Discussion (FGD). The validity results are then carried out a reliability test. If all question items have been declared valid and reliable, then they can be used to find data. In this study, the instrument was in the form of a questionnaire using the Likert scale, so that the data obtained were interval data and were taken from normally distributed populations. This shows that hypothesis testing can use parametric statistical tools, then for hypothesis testing in this study will use linear regression test tools. After data collection, it will then be tabulated and processed with a regression analysis tool. The results of the data analysis will be discussed again with experts and colleagues.

Research Models



RESULTS AND DISCUSSION

In this study, the instrument used was in the form of a questionnaire using the Likert scale, so that the data obtained were interval data and were taken from normally distributed populations. This suggests that hypothesis testing can use parametric statistical tools. Thus, for hypothesis testing in this study using linear regression test tools. The results of the linear regression test can be presented in the following table:

Table 2. Data analysis test results

Variable Name	Significance value	Information
Adversity Quotient	0,122	Insignificant
Transformational Leadership	0,021	Significant
Organizational commitment	0,047	Significant
Job satisfaction	0,030	Significant

Source: processed data (2022)

Adversity Quotient. Based on the statistical data analysis that has been carried out, it is stated that the Adversity Quotient has no effect on Organizational Citizenship Behavior. This finding is different from the theory and results of previous studies (Fitriani & Muttaqiyathun, 2023; Rhey Mark & Sylvia, 2022). This is possible because the millennial generation as subjects in this study does have a different adversity intelligence from the previous generation. Or the possibility that the Adversity Quotient affects Organizational Citizenship Behavior but indirectly, as (Sulistiasih & Widodo, 2022) that the Adversity Quotient affects Organizational Citizenship Behavior mediated by organizational commitment. Therefore more research is needed.

Thus, the results of this company's special research can be interpreted as fighting power or how a person is able to survive the problems he is facing has not been able to arouse a sense of enthusiasm in employees and has also not been able to create a sense of help voluntarily towards fellow colleagues who should be able to transmit positive things to other colleagues. In another sense, fellow employees in this company do not yet have a helpful and cooperative attitude even though it is not their job, in order to achieve organizational goals.

Transformational leadership. The results of this study show that Transformational Leadership is stated to have a significant effect on Organizational Citizenship Behavior. That is, leaders who apply a transformational leadership style are able to develop the skills and confidence of members in preparing for job responsibilities. Leaders provide support and encouragement in times of need to maintain enthusiasm and face obstacles, difficulties, and fatigue. With this transformational leadership members feel trust, admiration, loyalty, and respect for the leader and they are motivated to do better than originally expected. In another sense, transformational leadership is a leadership style that further motivates or inspires employees to be able to change themselves so that they can work together to achieve common goals. The results of this research support the theory and previous research (Darmawan & Maisaroh, 2017; Fitriani & Muttaqiyathun, 2023; Kartikaningdyah & Utami, 2018; Purwanto et al., 2021; Rahmi, 2014).

Organizational Commitment. The results of the data analysis show that there is a significant positive influence of organizational commitment to the Organizational Citizenship Behavior of employees in this company. These results strengthen the theory and results of previous research that has been carried out by (Bakhshi et al., 2011; Fitrio et al., 2020; Purwanto et al., 2021; Susanto et al., 2020) who also stated that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior. Employees of this company have a high organizational commitment, thus causing an attitude of willingness to help without expecting rewards from the company or from colleagues. Employees who have a high commitment to the organization or company will work optimally to complete their tasks and this has a positive impact on the company in particular such as increased company profits, good company image, and others.

Job Satisfaction. Job Satisfaction greatly affects employee Organizational Citizenship Behavior. These results support the results of research conducted by (Darmawan & Maisaroh, 2017; Kartikaningdyah & Utami, 2018; Rahmi, 2014; Rofiqoh et al., 2020; Sudarmo & Wibowo, 2018) which also show that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior. One employee with another employee has satisfaction with the work he does. It can be known the factors that drive or the emergence of job

satisfaction include the lack of salary, satisfaction with the job itself, satisfaction with promotions, satisfaction with colleagues, and satisfaction with the attitude of superiors. If you have a satisfied attitude or high job satisfaction towards their work, it will encourage employees to behave or think more positively about everything and will have a positive impact.

CONCLUSION

The findings of this study concluded that Adversity Quotient has no effect on Organizational Citizenship Behavior, but Transformational Leadership, Organizational Commitment, and Job Satisfaction have a significant positive effect on Organizational Citizenship Behavior. The findings of this study will be useful for researchers as well as for users, namely business managers. Further research can retest the Adversity Quotient variable with different subjects and can also develop again by adding other variables that have not been studied in this study.

REFERENCES

- Bakhshi, A., Sharma, A. D., & Kumar, K. (2011). Organizational commitment as predictor of organizational citizenship behavior. *European Journal of Business and Management*, 3(4), 78–86.
- Darmawan, A., & Maisaroh, M. (2017). Pengaruh kepemimpinan transformasional dan kepuasan kerja terhadap organizational citizenship behavior pada Islamic Boarding School tingkat SMA di Yogyakarta. *Jurnal Aplikasi Bisnis*, 17(2). <https://doi.org/10.20885/jabis.vol17.iss2.art6>
- Fitriani, M., & Muttaqiyathun, A. (2023). The Role of Transformational Leadership and Adversity Quotient for Millennial Employees Organizational Citizenship Behavior. *Proceeding of The 16th University Research Colloquium 2022*.
- Fitrio, T., Budiyanto, & Agustedi. (2020). The rule of organizational citizenship behavior and innovative work behavior in mediating the influence of organizational commitment and culture to employee performance. *Accounting*, 6(7). <https://doi.org/10.5267/j.ac.2020.8.014>
- Gallo, J. V. (2006). Organization Development. A Jossey-Bass Reader. In *The Jossey-Bass business & management series*.
- Hidayat, A. H., & Kusumawati, R. K. (2014). Pengaruh komitmen organisasi dan kepuasan kerja terhadap organizational citizenship behavior (OCB) di PT. Argamukti Pratama Semarang. *AKSES: Jurnal Ekonomi Dan Bisnis*, 9(18).
- Kartikaningdyah, E., & Utami, N. K. (2018). Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja, Keadilan Prosedural Terhadap Kinerja Karyawan Dengan Variabel Mediasi Organizational Citizenship Behavior (OCB). *JOURNAL OF APPLIED BUSINESS ADMINISTRATION*, 1(2). <https://doi.org/10.30871/jaba.v1i2.618>
- Kusuma, A. R., Adriansyah, M. A., & Prastika, N. D. (2013). Pengaruh daya juang, kecerdasan emosional, dan modal sosial terhadap organizational citizenship behavior dengan persepsi keadilan organisasi sebagai variabel moderasi. *Psikostudia: Jurnal Psikologi*, 2(2), 100–116.
- Luthans, F. (2006). Perilaku Organisasi edisi sepuluh. In *Yogyakarta: Andi*. PT. Andi.

- MANDIRI, D. N., & KURNIAWAN, A. F. (n.d.). *Pengaruh Job Satisfaction Dan Komitmen Terhadap Organization Citizenship Behavior (Ocb) Pada Karyawan Bank Perkreditan Rakyat.*
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2005). *Organizational citizenship behavior: Its nature, antecedents, and consequences.* Sage Publications.
- PURWANTO, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Effect Of Transformational Leadership, Job Satisfaction, And Organizational Commitments On Organizational Citizenship Behavior. *Inovbiz: Jurnal Inovasi Bisnis*, 9(1). <https://doi.org/10.35314/inovbiz.v9i1.1801>
- Rahmi, B. (2014). Kepemimpinan 3 “Pengaruh Kepemimpinan Transformasional Terhadap Organizational Citizenship Behavior Dan Komitmen Organisasional Dengan Mediasi Kepuasan Kerja (Studi Pada Guru Tetap Sma Negeri Di Kabupaten Lombok Timur).” *E-Jurnal Manajemen Universitas Udayana*, 3(2).
- Rhey Mark, H. D., & Sylvia, J. P. (2022). Organizational Citizenship Behavior, Adversity Quotient and Management Competence of School Heads in Davao Region, Philippines: A Convergent Design. *American Journal of Multidisciplinary Research and Innovation*, 1(5). <https://doi.org/10.54536/ajmri.v1i5.489>
- Rofiqoh, M., Isharijadi, I., & Styaningrum, F. (2020). Pengaruh Kepuasan Kerja, Komitmen Organisasi, dan Budaya Organisasi terhadap Organizational Citizenship Behavior di PDAM Tirta Taman Sari Kota Madiun. *JAMER: Jurnal Akuntansi Merdeka*, 1(2). <https://doi.org/10.33319/jamer.v1i2.29>
- Sitio, V. S. S. (2021). Pengaruh Komitmen Organisasi dan Budaya Organisasi Terhadap Kinerja Karyawan dengan Organizational Citizenship Behavior Sebagai Variabel Intervening Pada PT. Emerio Indonesia. *Jurnal Ilmiah M-Progress*, 11(1).
- Sudarmo, T. I., & Wibowo, U. D. A. (2018). Pengaruh komitmen organisasional dan kepuasan kerja terhadap Organizational Citizenship Behavior (OCB). *Psycho Idea*, 16(1), 51–58.
- Sulistiasih, S., & Widodo, W. (2022). How adversity quotient and interpersonal communication affects teacher organizational citizenship behavior? *International Journal of Evaluation and Research in Education*, 11(2). <https://doi.org/10.11591/ijere.v11i2.21807>
- Susanto, A. B., Kurniaty, Priyono, A., & Nusbantoro, A. J. (2020). The analysis of organizational commitment on organizational citizenship behavior on public sector organization. *International Journal of Scientific and Technology Research*, 9(3).