

## The Influence of Organizational Climate on Organizational Citizenship Behavior (OCB) among Millennial Employees with Work-Life Balance as Moderator

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**Abstract.** Work problems for millennial employees are increasingly complex and the values accepted by the generation tend to conflict with organizational citizenship behavior (OCB). Therefore, this research aimed to create and evaluate a theoretical framework that elucidated the impact of organizational climate on the OCB of millennial workers, with work-life balance as a moderator. A total of 384 millennial employees were obtained using purposive quota sampling. The data obtained were related to organizational climate, OCB, and work-life balance. Additionally, a quantitative method was adopted using data analysis through a structural equation model (SEM) and partial least squares path modeling (PLS-SEM). The results showed that the proposed model concerning the influence of organizational climate on citizenship behavior, with work-life balance serving as a moderating variable was consistent with empirical evidence. Organizational climate and work-life balance had a positive and highly significant impact on citizenship behavior. Furthermore, work-life balance effectively moderated the relationship between organizational climate and citizenship behavior of millennial employees. The implications of this research suggested that the model served as a valuable reference and could be implemented to address the challenges associated with OCB.

**Keywords:** millennial employees, organizational citizenship behavior, organizational climate, work-life balance

## Pengaruh Iklim Organisasi terhadap *Organizational Citizenship Behavior* (OCB) pada Karyawan Milenial dengan *Work-Life Balance* sebagai Moderator

**Abstrak.** Permasalahan kerja pada karyawan milenial saat ini semakin kompleks. Nilai-nilai yang dianut generasi milenial dalam bekerja cenderung bertentangan dengan *organizational citizenship behavior* (OCB). Tujuan penelitian ini untuk merancang dan menguji model teoritik yang menggambarkan peran iklim organisasi terhadap OCB dengan *work-life balance* sebagai moderator pada karyawan milenial. Partisipan dalam penelitian ini adalah 384 karyawan milenial di Indonesia. Teknik sampling menggunakan *purposive quota sampling*. Metode pengumpulan data menggunakan skala iklim organisasi, skala OCB, dan skala *work-life balance*. Penelitian ini menggunakan pendekatan kuantitatif dengan analisis data melalui model persamaan struktural (SEM) tipe *partial least squares path modeling* (PLS-SEM). Berdasarkan analisis hasil penelitian menunjukkan bahwa model peran iklim organisasi terhadap OCB dengan *work-life balance* sebagai moderator fit dengan data empirik. Iklim organisasi memiliki pengaruh positif dan sangat signifikan terhadap OCB dan *work-life balance* juga berpengaruh positif dan sangat signifikan terhadap OCB. *Work-life balance* dapat berperan baik dalam memoderasi pengaruh iklim organisasi terhadap OCB karyawan milenial. Implikasi penelitian ini adalah model ini dapat dijadikan rujukan dan diterapkan dalam mengatasi permasalahan OCB karyawan khususnya generasi milenial.

**Kata Kunci:** iklim organisasi, karyawan milenial, *organizational citizenship behavior*, *work-life balance*

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Human resources is composed of individuals from multiple cohorts, such as Baby Boomers (1946-1964), Generation X (1965-1980), and Generation Y or Millennial (1981-1996) (Dimock, 2019). In this context, generation includes a collective of individuals with a similar age bracket subjected to comparable experiences influenced by economic circumstances, significant historical events, dominant cultural norms, popular culture, and familial and social relationships (Jatmika & Puspitasari, 2019). These elements play a crucial role in defining the identity of a generation and establishing a distinct set of values. Therefore, a general generation characterization is typically anchored in the birth period associated with the corresponding age range (Pinzaru et al, 2016).

Employees are presently characterized by a predominance of millennial generation (Rudolph et al., 2018). According to data provided by BPS-Statistics Indonesia (2020), the population of Millennial (born between 1981 and 1996) in 2020 reached 69.38 million, constituting 25.87% of the total population. Millennial employees are anticipated to comprise approximately 75% of the workforce by 2025 (Brant & Castro, 2019). The generational transitions within the employment market will likely present unique opportunities and challenges for organizations (Stewart et al, 2017). In contrast to predecessors, Millennial show distinct values, expectations, and attitudes, contributing to the hesitance in organizational

citizenship behavior (OCB). This behavior is a critical component that enhances organizational effectiveness and success (Su & Hahn, 2021).

Previous research shows that work values of millennial generation show significant differences from earlier generations in four primary aspects. Millennial tends to prioritize extrinsic values (Rank & Contreras, 2021) and possesses a pronounced inclination to seek financial gain with an increased appreciation for leisure time (Campbell et al, 2017). These individuals show diminished social values, as evidenced by a reduced interest in forming friendships within the workplace (Campbell et al, 2017), and are more inclined to obtain meaningful work (Rank & Contreras, 2021). Some of these values appear to be at odds with OCB, including voluntary actions extending beyond formal job requirements and do not yield tangible rewards (Harvey et al., 2018).

The results from interviews conducted show a perceived deficiency in enthusiasm and energy levels during work. Millennial employees are often perceived as viewing work primarily as a set of assigned tasks to be completed rather than taking the initiative to solve problems independently. These employees may tend to wait for instructions or direction from superiors rather than proactively seeking solutions. Furthermore, support cannot be offered to colleagues due to heavy workloads and concerns about fatigue. The challenges in managing the overwhelming work burden of

coworkers are also acknowledged. In the event of challenging organizational transformation, Millennial employees focus solely on performing formal duties. The results from the interview report an issue of OCB.

OCB was initially introduced by Smith et al. (1983), who characterized the concept as individual conduct to enhance the effectiveness of organization not explicitly connected to recognition within the reward system. This variable manifests through employee initiatives to obtain beneficial outcomes in facilitating the efficiency of organization (Judge & Robbins, 2017) and includes voluntary actions independent of prescribed role obligations (Organ et al., 2006). OCB refers to the voluntary actions of individuals beyond employment requirements. These behaviors are not connected to any reward mechanisms and have the potential to enhance the overall efficiency, effectiveness, and success of organization (AL-Khatib & Ramayah, 2023; Organ et al., 2006; Podsakoff et al., 2017). The variable includes the actions of individuals who willingly engage in activities surpassing formal job descriptions without anticipating formal acknowledgment or incentives (Johansson & Hart, 2023). Furthermore, OCB is characterized as voluntary conduct outside the defined duties and responsibilities of employees without immediate rewards or penalties (Tamunomiebi & Owere, 2019).

Organ et al. (2006) comprehensively explained the five dimensions of OCB. Firstly,

altruism is the voluntary actions taken by employees to offer assistance to others experiencing difficulties or struggling to complete assigned duties. Secondly, conscientiousness refers to the demonstration of behavior that meets or exceeds the essential criteria for the desired role within organization. Thirdly, sportsmanship is the conduct of accepting the limitations and vulnerabilities of organization as an inherent aspect. Fourthly, civic virtue includes employees' conduct, showing recognition of the role within organization, and willingness to fulfill obligations. Fifthly, courtesy is a type of conduct that mitigates problems related to the workplace.

OCB plays an important role in improving employee flexibility within the workplace to enhance overall work efficiency and productivity (AL-Khatib & Ramayah, 2023; Al-Okaily et al., 2023; Alomari et al., 2020; Yadav et al., 2016). This behavior contributes to improved performance by nurturing a positive social environment within organization, reducing fatigue and stress, and motivating individuals to pursue personal development (Organ et al., 2006). According to Organ et al. (2006), the variable significantly impacts overall effectiveness, as evidenced by employees who assist colleagues, adhere to punctuality, exceed attendance expectations, and safeguard organizational assets, leading to enhanced operational efficiency. High levels of OCB can significantly contribute to cultivating

a positive organizational culture, typified by enhanced employee well-being and diminished turnover rates (Akdoğan & Köksal, 2014). Even though organizations may not explicitly mandate employees to partake in volunteerism or engage in OCB, the actions frequently serve an important function in a seamless operation. The success of organization is predominantly contingent on the degree of employee engagement, which includes the fulfillment of formal responsibilities and informal conduct to increase the support of colleagues (Su & Hahn, 2021).

Employees showing OCB are important in driving organization toward financial success by reporting increased efficiency and dedication, particularly during difficult circumstances (Tentama & Subardjo, 2018). Therefore, this research shows the necessity of enhancing OCB among employees considering the significance of contributing to the prosperity of organization, as well as the prevalence of millennial generation in the worldwide workforce. According to Organ and Ryan (1995), organizational climate is among the factors impacting OCB.

Organizational climate was initially introduced by Lewin (1936) to elucidate the psychological interactions between individuals and the environments, stating that the variable was developed from the dynamics of the interactions. This represents a persistent internal state within organizational setting, experienced by the members in shaping

behaviors. The phenomenon is characterized as a collection of traits or attributes inherent to organization (Stringer, 2002). Griffin and Moorhead (2014) explained organizational climate as individual perceptions, recurring patterns of behavior, attitudes, and feelings of employees. This variable is defined as team spirit at organizational level (Judge & Robbins, 2017). Furthermore, Litwin and Stringer (1968) reported the significance of organizational climate in influencing individual motivation and behavior. This shows the necessity of comprehending and effectively managing the motivational elements of employees.

Stringer (2002) stated that organizational climate comprises six dimensions, namely (1) structure- the perception regarding the degree to which organization is systematically organized and possesses a clear understanding of the roles and responsibilities assigned to members. (2) Standards- This dimension assesses the degree to which members perceive pressure to enhance performance and the level of pride experienced while executing tasks within the professional setting. (3) Responsibility- This reflects the perceptions of organizational members concerning the extent of executing responsibilities in completing tasks and perceiving autonomy. (4) Rewards- The dimension pertains to the sentiments of organizational members regarding the rewards and acknowledgment received after completing tasks. (5) Support- This is related

to the perceptions of organizational members concerning the degree of trust and assistance experienced by colleagues. (6) Engagement- The dimension refers to the perceived pride and loyalty of members towards organization as well as the understanding and commitment to the objectives.

Previous research reported that organizational climate positively affected OCB among millennial employees (Yusuf & Haryoto, 2023). This variable plays a significant role in shaping behavior of employees, as suggested by Lestari and Sujono (2022). Additionally, organizational climate can substantially impact OCB and motivate employees (Apriyana et al., 2021; Fitriani & Dewi, 2017; Khairuddin, 2020; Lubis, 2019; Mahendra & Surya, 2017; Mukoffi, 2018; Pudjiomo & Sahrah, 2019; Ukkas & Latif, 2017).

Moderator variables were incorporated to show the conditions or contexts relating to the intensity of the relationship between independent and dependent variables. Previous research selected a moderator variable, such as work-life balance to obtain balance between professional and personal life (Dennira & Ekowati, 2020). The assertion is consistent with a survey carried out by Pricewater houseCoopers (PwC) (2022), where millennial demographic aspires to attain a state of balance between professional and personal lives. In this context, 95% of millennial employees reported that work-life balance held significant importance. However,

some individuals do not realize balance within workplace environments.

Work-life balance shows a positive and significant influence on OCB (Fajri, 2022; Iroth et al, 2022; Muliku et al, 2023; Saputri & Helmy, 2021; Shalahuddin & May, 2021). Furthermore, a positive and significant correlation exists between organizational climate and employee work-life balance (Mulyana et al., 2022). Previous research showed that work-life balance served as a moderating variable in the context of OCB (Bhutto et al., 2021). This variable is crucial in elucidating the relationship between organizational climate and OCB. The role of work-life balance is to strengthen the relationship between this variables. Employees with positive organizational climate tend to carry out work more optimally than the job description. The existence of a balanced condition between work and family further strengthen the condition because employees focus on working without being disturbed and burdened by personal and family needs.

According to Hudson Global Resources (2005), work-life balance refers to a degree of engagement prioritizing balance between the various roles assumed within life of an individual. Fisher et al. (2009) stated that the concept can be viewed as a positive or negative outcome of the interaction between work and personal life. Individuals who effectively manage work-life balance often show increased productivity, superior work performance, and a strong commitment to volunteerism. Work-

life balance is the capacity to balance professional responsibilities and personal obligations (Schermerhorn et al, 2011). As stated by Pathak et al. (2019), the concept prioritizes career aspirations and professional commitments while maintaining well-being, personal fulfillment, leisure, family connections, and spiritual growth.

Hudson Global Resources (2005) reported subsequent aspects of work-life balance including three primary components, specifically temporal balance, which denotes the parity between the duration allocated by individuals to fulfill professional obligations and engage in extracurricular activities. The inclusion of balance pertains to the psychological state of individuals and the dedication to responsibilities in the workplace and personal domains. Furthermore, satisfaction balance signifies the congruence of the degree of individual fulfillment experienced while performing duties in professional and personal life. Concerning the novelty, no previous research designed a theoretical model simultaneously including OCB, organizational climate, and work-life balance. This research includes the role of a moderator and is differentiated from previous results using the Structural Equation Model (SEM).

A theoretical model was developed to analyze the influence of organizational climate on OCB, with work-life balance serving as a moderating variable. The

research reported the following hypotheses 1) the proposed theoretical framework accurately reflected the empirical data regarding the influence of organizational climate on OCB, moderated by work-life balance, 2) organizational climate has a positive role on OCB, 3) work-life balance contributes positively to OCB, and 4) work-life balance acts as a moderating factor in the relationship between organizational climate and OCB.

## **Method**

This research aims to develop and test a theoretical model that shows the influence of organizational climate on OCB, with work-life balance serving as a moderating variable among millennial employees. A quantitative method is used with a multivariate correlational design to measure interrelated variables and provide a comprehensive picture of the interaction and influence. SEM is an integrated method between factor and path analysis to test a series of relationships simultaneously.

### **Research participant**

The demographic focus included 384 millennial employees operating across various regions within Indonesia. The methodology for sampling was purposive quota, characterized by the inclusion criteria of millennial generation employees aged between 24 and 39 years. These individuals possessed bachelor's degrees with professional experience as permanent staff members.

## Research procedure

The research procedures include (1) identifying OCB problems through observation and initial interviews (2) conducting literature on OCB to understand the research context and theory, as well as obtain gaps in previous research and innovations, (3) formulating OCB problems clearly, and specifically, (4) formulating a hypothesis regarding the relationship between organizational climate and OCB with work-life balance as a moderator (5) determining the research method, population, sampling method and sample as well as data collection tools including the scale of OCB, work-life balance and organizational climate, (6) compiling data collection instruments by modifying OCB scale, work-life balance and organizational climate relevant to the research topic and adjusting the measuring instrument, (7) collecting data for testing the measuring instrument and research data on millennial employees, (8) conducting data analysis using the SmartPLS 3.9 program to test the measurement and structural models as well as interpreting the results of the data analysis, (9) discussing the results, (10) concluding the research and providing recommendations for practice.

## Data collection method

The method used for data collection incorporates measurement scales, including OCB scale, work-life balance scale, and organizational climate scale. The Likert scaling model is administered online through Google

Forms. The OCB scale developed by Tentama and Subardjo (2018) was related to the dimensions identified by Organ et al (2006), which included altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. In addition, the scale consists of five dimensions with a total of twenty items. The construct validity, construct reliability, t-value, and variance extracted values were .47 - .84, 6.15 - 9.10, .94, and .43, respectively. Work-life balance scale, adapted from the framework established by Erdianza et al (2020), was based on three key aspects identified by Hudson Global Resources (2005), namely time balance, inclusion balance, and satisfaction balance. Work-life balance scale consists of three aspects with a total of eighteen items. This scale has convergent validity with a loading factor between .571 - .855 and an average variance extracted (AVE) value of .507, discriminant validity with a root mean-variance extracted (AVE) value of .712, a Cronbach's Alpha reliability of .910, and a composite reliability of .924. Additionally, organizational climate modified from work of Juwita et al (2023) was grounded in thirty-six items and six dimensions proposed by Stringer (2002), namely structure, standards, responsibility, rewards, support, and engagement. This scale has convergent validity with a loading factor of .518 to .991, an AVE value of .520, discriminant validity with a root mean-variance extracted (AVE) value of .719, a Cronbach Alpha reliability of .883, and a composite reliability of .906.

### Data analysis

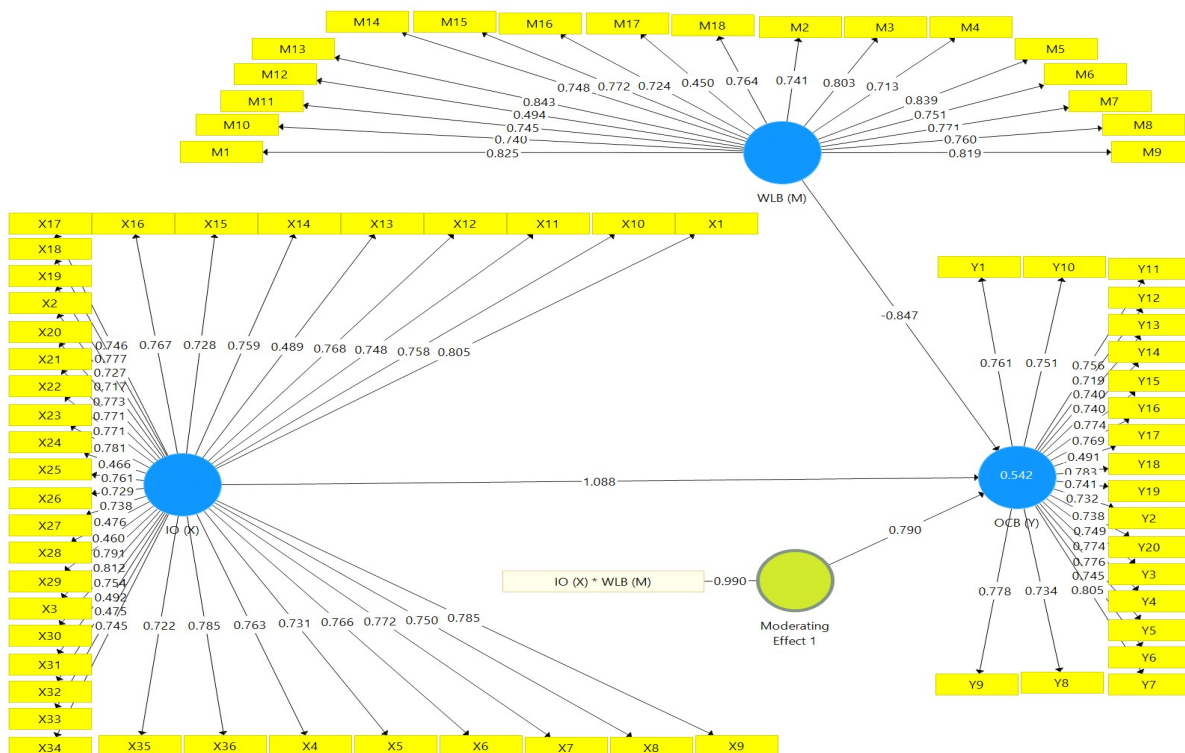
The research used SmartPLS 3.9 software to analyze data and test the measurement and structural models. The assessment of the inner model was conducted using three methods, namely (1) the coefficient of determination ( $R^2$ ) to gauge the extent of variation in the effects of exogenous variables on endogenous, (2) predictive relevance ( $Q^2$ ) to assess the accuracy of the observation values generated by the model and the parameter estimates, where  $Q^2 > 0$  shows predictive relevance, and (3) Goodness-of-Fit (GoF) as an indicator characterizing the appropriateness of the model using the formula  $GoF = \sqrt{(communality \times R^2)}$ .

### Results

#### Outer model test

The outer model serves to elucidate the correlation between latent variables and the corresponding indicators, including validity test of the instruments to accurately measure the intended conceptual constructs, along with reliability evaluations to substantiate the precision, consistency, and accuracy in quantifying the construct (Ghozali & Latan, 2015). This model shows the interaction of the indicator with other variables. Figure 1 presents the loading factor values associated with each indicator and the validity status as well as the analytical outcomes of OCB, organizational climate, and the moderating effects of work-life balance.

**Figure 1**  
*Outer Model Output*





**Convergent validity**

This research conducts a convergent validity test by evaluating the loading factor values. A measurement scale is considered to

show convergent validity when the loading factor value for each item exceeds .5, and the AVE for each variable is > .5 (Sarstedt et al, 2021).

**Table 1**

*Results of Convergent Validity Test*

Variable	Initial Items	Valid	Loading Factor	AVE
Organizational Citizenship Behavior	20 Item	19 Item	.726 – .805	.577
Work-Life Balance	18 Item	16 Item	.708 – .844	.599
Organizational Climate	36 Item	30 Item	.719 – .816	.580

Table 1 shows the convergent validity of the constructs related to OCB, work-life balance, and organizational climate.

**Discriminant validity**

Discriminant validity can be reported by comparing the AVE root values across different variables (Sarstedt et al, 2021), as shown in Table 2.

**Table 2**

*Overall Construct Discriminant Validity Value*

Variable	OCB	Work-Life Balance	Organizational Climate
Organizational Citizenship Behavior	.760	.143	.517
Work-Life Balance	.143	.774	.486
Organizational Climate	.517	.486	.762

Concerning OCB, work-life balance, and organizational climate, each variable shows an overall value of discriminant validity. These results satisfy the established criteria, where the correlation among identical variables exceeds the constructs of distinct variables, affirming the validity.

**Reliability**

This research used a reliability test to validate the accuracy, consistency, and precision of the instrument for measuring the construct. Additionally, a construct is considered reliable when the composite reliability value exceeds > .7 and the Cronbach alpha is greater than > .5 (Hair et al, 2017), as reported in Table 3.

**Table 3**

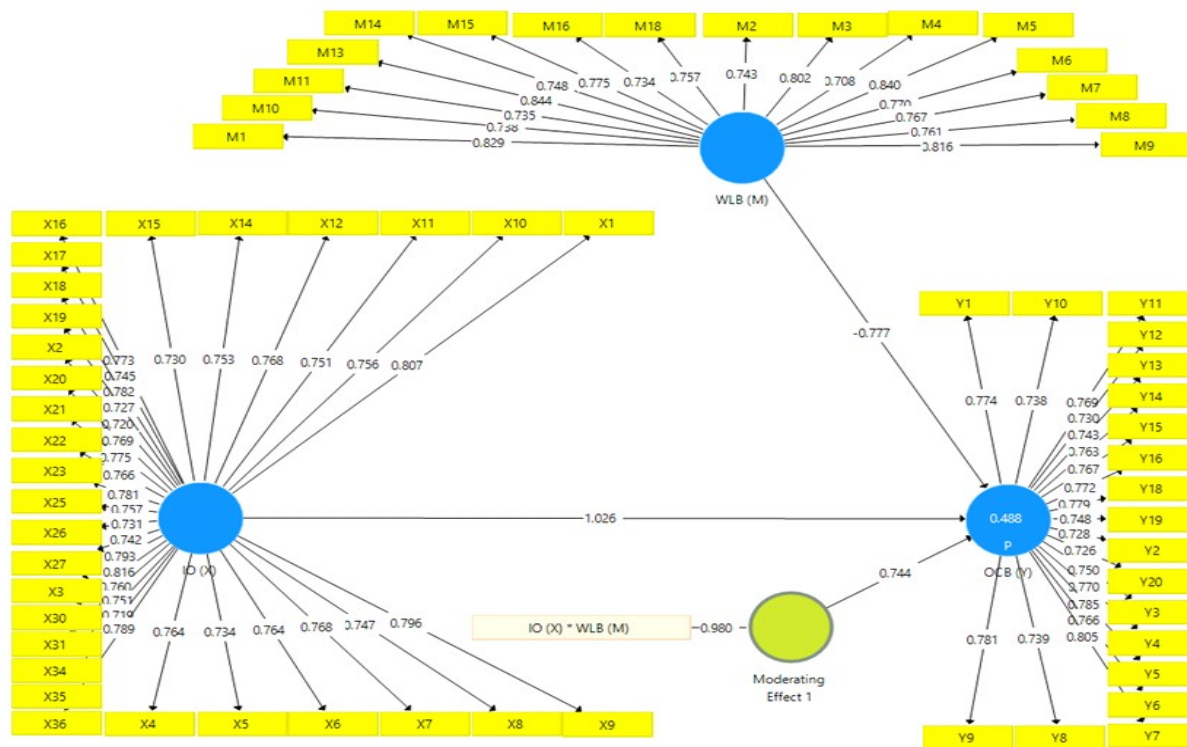
*Final Stage Overall Reliability Score*

Variable	Composite Reliability	α	Remark
Organizational Citizenship Behavior	.963	.959	Reliable
Work-Life Balance	.960	.957	Reliable
Organizational Climate	.976	.975	Reliable

The variables of OCB, work-life balance, and organizational climate have shown satisfactory composite reliability and

Cronbach alpha. The concluding measurement model in the outer model stage can be found in Figure 2.

**Figure 2**  
Final Stage Outer Model Output



**Inner model test**

The structural model testing is intended to validate the theoretical framework and elucidate the relationship or function of organizational climate on OCB, with work-life balance as a moderating

variable to comprehend the significance of the constructs. The assessment of the inner model includes the coefficient of determination ( $R^2$ ), predictive relevance ( $Q^2$ ), and the goodness of fit index (GoF), as presented in Table 4.

**Table 4**  
 $R^2$ ,  $Q^2$ , and GoF Testing Results

Inner Test Indicator	Results	Remark
Coefficient of determination ( $R^2$ )	.636	Moderate
Predictive Relevance ( $Q^2$ )	.370	Good
Goodness of Fit (GoF) Index	.612	Strong

**Coefficient of determination ( $R^2$ )**

The coefficient of determination ( $R^2$ ) is a measure to assess the extent to which exogenous

variables can account for endogenous (Ghozali & Latan, 2015). The classification of the scores includes .67, .33, and .19 for strong, moderate,

and weak, respectively (Sarstedt et al, 2021). The obtained  $R^2$  value is .636, showing a moderate strength of the relationship between organizational climate and work-life balance in explaining the correlation to OCB, accounting for 63.6%. The remaining 36.4% is attributed to the influence of unmeasured exogenous variables.

### **Predictive relevance ( $Q^2$ )**

Predictive relevance ( $Q^2$ ) reports the quality of the observed values produced by the model and the parameter estimates. A  $Q^2$  exceeding  $> 0$  signifies a model with robust predictive relevance, while a value below  $< 0$  suggests inadequate predictive relevance (Sarstedt et al, 2021). The analysis shows a  $Q^2$  value greater than  $> 0$ , accounting for .370 since the observed values and parameter estimates are of good quality.

### **GoF**

GoF is a measurement used to assess the appropriateness of a model. This numerical

value ranges from 0 to 1, with .10, .25, and .36 showing weak, moderate, and strong fits, respectively (Hair et al, 2021). The equation to assess GoF is as follows:

$$GoF = \sqrt{(communality \times R^2)}.$$

Notes:

GoF: GoF Index

COM: Average Communality Index

$R^2$ : Average R-Square

Hence, the following results are obtained:

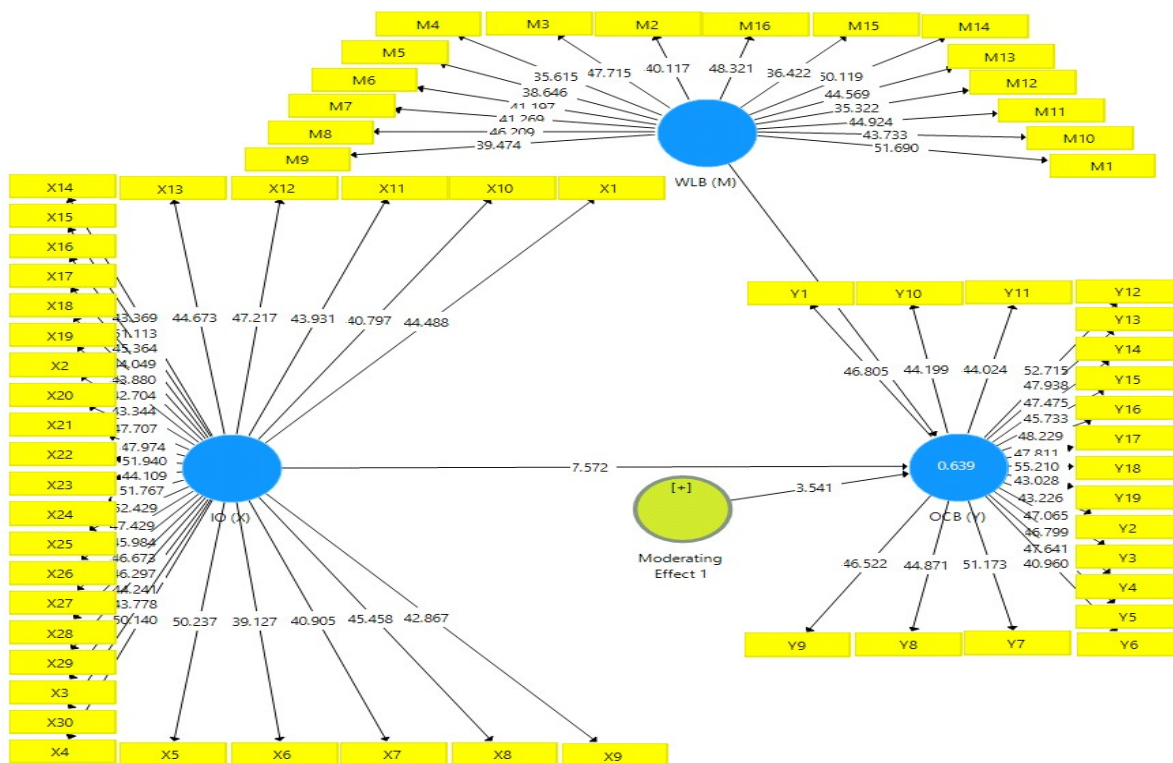
$$GoF = \sqrt{.586, .639}$$

$$GoF = .612$$

Based on the analysis, GoF obtained is .612, which exceeds the threshold of  $> .36$ . According to the results of Hair et al. (2021), the outcomes are classified under the category of a robust GoF. This inner model testing is characterized as a reflective model designed in line with empirical data. Figure 3 shows the conclusive representation of all variables at the Inner model phase.

**Figure 3**

*Overall Inner Model Output*



**Hypothesis test**

Hypothesis testing includes analyzing the t-statistics value with a significance level of 5%, denoted as  $t\text{-statistics} > 1.96$ , and a probability value ( $p\text{-value}$ )  $< .05$ . Examining the original sample value is necessary, where a (+) value shows a positive influence of exogenous variables on endogenous, while a (-) value

represents a negative influence. A variable can act as a moderator in strengthening or weakening the influence between variables when the  $t\text{-statistics} > 1.96$ , and a probability value ( $p\text{-value}$ )  $< .05$ . Table 5 shows the statistical significance represented by the  $p\text{-value}$  and  $t\text{-statistics}$  as well as the original sample used.

**Table 5**

*Hypothesis Test Results*

Variable	<i>p</i>	T	Original Sample
Organizational Climate on Organizational Citizenship Behavior	.000	7.572	.556
Work-life balance on Organizational Citizenship Behavior	.000	3.617	.286
Organizational Climate on Organizational Citizenship Behavior with Work-Life Balance as Moderator	.000	3.541	.168

According to the inner model and hypothesis tests in Tables 4 and 5, the outcomes

of the initial hypothesis assessment are substantiated. The assessment results show  $R^2$ ,

$Q^2$ , and GoF coefficients of .636, .370, and .612 for moderate, good, and strong, respectively. The theoretical framework elucidating the influence of organizational climate on OCB, mediated by work-life balance is congruent (fit) with the empirical data. The extent to which organizational climate and work-life balance account for OCB are quantified at 63.6%, while the remaining 36.4% is attributed to the impact of other exogenous variables excluded from the scope of this investigation.

The influence of organizational climate on OCB is quantified at 31.55%. The second hypothesis test is confirmed, as showed by a p-value of .000 less than  $<.01$  and a t-statistic of 7.572 exceeding  $>1.96$ . The original sample value is recorded at .556, stating a positive and highly significant relationship between organizational climate and OCB. This result suggests that a more positive perception of organizational climate correlates with increased OCB among millennial employees. Additionally, the impact of work-life balance on OCB is measured at 30.22%. The third hypothesis test is confirmed, as showed by the meager p-value of .000 ( $<.01$ ) and the t-statistics value of 3.617 ( $>1.96$ ) with the original sample of .286 (+). This result suggests a strong and statistically significant relationship between work-life balance and OCB. The improvement of work-life balance increases OCB of millennial employees. The acceptance of the fourth hypothesis test is supported by a p-value of .000 ( $<.05$ ) and a t-statistic of 3.541 ( $>1.96$ ) with an

original sample of .168 (+). Therefore, work-life balance may act as an effective moderator in enhancing the influence of organizational climate on OCB among millennial employees.

## Discussion

The empirical results show a theoretical model that reports the influence of organizational climate on OCB, with work-life balance functioning as a moderating variable in the context of millennial employees, supported by empirical data. The outcomes represent a novel contribution since no research rigorously evaluated the model. Examining OCB constitutes a relatively recent method since the process uses model testing analysis through Partial Least Squares Structural Equation Modeling (PLS-SEM). Bolino et al. (2015), Casu et al. (2021), Farid et al. (2019), Johansson and Hart (2023), Ocampo et al. (2018), Wilhelm et al. (2024) traditionally assessed OCB model using OLS (ordinary least squares) analysis, correlation methods, as well as hierarchical and multiple linear regression, with data analysis facilitated through SPSS software and comprehensive literature reviews.

Several research investigated OCB using PLS-SEM, with different exogenous variables. For instance, Lim and Loosemore (2017) focused on the exogenous variable of perceived justice within organizations. Similarly, Kim et al. (2020) examined hotel environmental leadership as an exogenous variable. Yaakobi and Weisberg (2020) treated OCB as an

exogenous variable rather than an endogenous. Khan et al. (2020) also explored leadership style, innovative work behavior, and organizational culture as exogenous variables. Therefore, the research model incorporated OCB with organizational climate and work-life balance since previous results did not explore the mediators.

A favorable and nurturing organizational environment can enhance the OCB of employees. This assertion is consistent with previous investigations, where organizational climate has a positive and significant influence on OCB (Apriyana et al., 2021). Pudjiomo and Sahrah (2019) also reported that organizational climate played a crucial role in increasing the OCB of employees. Positive perceptions held toward organization facilitate the development of constructive behavioral patterns. This allows employees to engage in efforts exceeding the scope of the designated job descriptions and responsibilities to aid organization in achieving objectives (Lestari & Sujono, 2022b).

Organizational climate is defined as the internal state experienced by employees and significantly influences behavior (Stringer, 2002). The comfort derived from the workplace is often intangible but plays a crucial role in shaping a healthy environment to impact various facets (Pudjiomo & Sahrah, 2019a). As an external factor, organizational climate affects OCB, with the influence fluctuating following the development and implementation of policies to promote behavior among employees

(Khairuddin, 2020). Mukoffi (2018) showed that different levels of effort were carried out to deliver exceptional performance and exceed formal job responsibilities when employees possessed positive personal traits and were supported by a nurturing environment.

OCB is shown when employees understand organizational structure, expectations, and individual contributions to the objectives. The presence of positive pressure to achieve high-performance standards typically motivates proactive methods and engagement in OCB. These standards can also serve as a source of motivation in assisting colleagues or making greater contributions toward the achievements of organization.

The notion of having control significantly influences the likelihood of engaging in OCB, such as proactively enhancing work processes. The accompanying sense of responsibility also reinforces inclusion in this behavior since employees recognize the importance of contributions to organization. The motivation to sustain positive behaviors increases when these contributions are recognized and appreciated. In an environment characterized by support and high trust, employees are expected to collaborate, share information, and work collectively to achieve shared objectives. Moreover, emotional attachment to organization strengthens commitment to engage in behaviors valued by others.

Based on the description above, employees who view organizational climate as positive may voluntarily engage in additional actions beyond the expectation of fulfilling duties (Fitriani & Dewi, 2017). A positive organizational climate shows a substantial influence on the OCB of millennial employees. Therefore, the perception of organizational climate and likelihood of an increase in OCB of millennial employees are directly proportional.

Work-life balance is a factor significantly influencing the attributes and behavior of millennial employees. Approximately 95% of the respondents reported that achieving work-life balance was highly important (PwC, 2022). Fisher et al. (2009) defined work-life balance as the effect of work on personal life, leading to positive or negative outcomes. Research has shown that individuals who successfully maintain a good work-life balance report high productivity levels, superior work performance, and increased volunteerism. Work-life balance played a positive and significant role in the OCB of millennial employees. This research is consistent with several previous results, where work-life balance positively and significantly affects OCB (Fajri, 2022). Iroth et al. (2022) stated that every change in OCB was influenced by work-life balance.

Balance between personal lives and work can increase intrinsic motivation, prompting employees to contribute to organization by engaging in OCB (Muliku et al, 2023). According

to Saputri and Helmy (2021), skills must be enhanced in managing work-life balance to mitigate interferences between professional and personal lives. Employees do not contemplate leaving jobs and are more inclined to enhance dedication and engage in volunteer activities by striking balance. Moreover, work-life balance can moderate the relationship between organizational climate and OCB (Bhutto et al, 2021). The presence of work-life balance can strengthen the impact of organizational climate on OCB. A positive and supportive organizational climate and the ability to achieve work-life balance enhance OCB in millennial employees. Therefore, a safe, comfortable, and well-equipped work environment, combined with the success of employees in maintaining balance between professional and personal lives increases volunteerism or OCB. Work-life balance has a positive and significant influence on OCB (Iroth et al, 2022; Muliku et al, 2023), and organizational climate (Mulyana et al, 2022).

Employees come from various generations, including Baby Boomers (1946-1964), Generation X (1965-1980), and Generation Y (Millennial) (1981-1996) (Dimock, 2019). In 2025, millennial employees are expected to comprise 75% of the workforce (Brant & Castro, 2019). The values held by this generation appear to be at odds with OCB, which includes voluntary actions beyond formal job requirements and tangible rewards (Harvey et al, 2018). Furthermore, millennial

tends to prioritize extrinsic values (Rank & Contreras, 2021), financial gain, and social status through work and a high appreciation for free time (Campbell et al, 2017). These individuals also show reduced social interest in forming friendships (Campbell et al, 2017) and only accept work considered personally meaningful (Rank & Contreras, 2021).

The existence of a positive organizational climate is expected to be a stimulus to instill OCB. The comfort of the workplace, positive pressure, supportive work environment, and perceived appreciation reduce negative values in millennial employees. This leads to more positive behavior in increasing the role and contribution to organizations and coworkers, working more sincerely and voluntarily. The condition is positive when organization and millennial employees support each other in creating balance between personal life and work. By achieving balance, millennial employees do not think about ignoring and leaving jobs and preferably increase dedication to organization.

The implication suggests that organizations with a predominantly millennial workforce can conduct extensive analyses to enhance OCB among employees. These organizations can establish a conducive, safe, and representative work environment as well as assign tasks, workloads, and working hours that promote work-life balance. OCB is crucial for companies because the concept offers

unique contributions to enhancing performance, operational efficiency, and organizational culture essential for long-term success. The limitation of this research is that the variable is limited to millennial generation without including Generation Z with more complex problems.

## **Conclusions**

In conclusion, this research aimed to develop and evaluate a theoretical framework that showed the influence of organizational climate on OCB among millennial employees, with work-life balance serving as a moderating factor. The results suggested the establishment of an empirically validated model of OCB to address issues related to millennial employees. In this context, organizational climate and work-life balance had a positive and significant impact on mitigating problems associated with OCB. Furthermore, work-life balance played a constructive role in moderating the effect of organizational climate on OCB among millennial employees.

## **Suggestion**

Organizations predominantly staffed by millennial employees should conduct a thorough analysis and ensure a good work-life balance. This would help enhance voluntary behaviors, or OCB among employees. OCB is essential because the aspect contributes to improving performance, operational efficiency, and organizational culture leading to long-term success and the well-being of employees.



Further research should be recommended to develop a more detailed conceptual model or framework to understand the dynamics of the relationship between organizational climate, work-life balance, and OCB, as well as any additional relevant variables.

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Received 27 August 2024  
Revised 20 January 2025  
Accepted 30 January 2025

