

THE MODERATING ROLE OF EMPLOYEE ENGAGEMENT ON THE INFLUENCE OF WORK LIFE BALANCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH BURNOUT

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Abstract: Employees can experience developments that can advance the company, so companies must pay attention to the behavior of employees who work in the company. As many as 62% of millennial workers in Indonesia, they are considering and planning to leave their company. This is certainly not desired by companies where the millennial generation works. Based on field observations, researchers found that there is a problem of lack of employee OCB behavior. This is indicated by company turnover data for the last year. In this research, data will be collected based on quantitative methods. Questionnaires were distributed to 53 GlobalXtreme millennial generation employees using a saturated sampling technique. Partial Least Square (PLS) software will be used for the SEM analysis of this study model. According to the findings, OCB is significantly affected by work-life balance. Involvement has been shown to strengthen the connection between work-life balance and organisational citizenship behaviour. As burnout has a detrimental effect on organisational citizenship behaviour (OCB), work-life imbalance has the same effect. Work-life balance affects OCB via a mediating factor called burnout.

Keywords: OCB, Work Life Balance, Employee Engagement, Burnout, Turnover

INTRODUCTION

Organization's objective and need employees who can do more than what is stated in the job description. Evidence shows that organizations with employees who behave in this way can perform better than companies with the same quality of employees. From the results of the 2020 Population Census,

BPS noted that most of the Indonesia's population is dominated by the millennial generation, 25.87 percent. Most of this generation falls into the productive age category (Kominfo.go.id). The millennial generation has unique values, hopes, and attitudes when compared to previous generations (Fajri, 2022). The millennial generation wants a balance between life and work, so the jobs they

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are interested in tend to be jobs that are flexible and not binding. The millennial generation is dominated by young adults who are idealistic, dynamic, have high energy, enthusiasm, and like challenges.

The Millennial Generation is not afraid to leave their previous job(s) and look for a new job that offers more convenience and benefits compared to their previous job (Central Statistics Agency, 2018). Based on a survey conducted by Deloitte (2016), as many as 62% of millennial workers in Indonesia are considering and planning to leave their company. This is certainly not desired by the companies where the millennial generation works. According to (Oktariani et al, 2017), the millennial generation shows a tendency to have low commitment and loyalty in the workplace, this is due to the nature of the millennial generation which is not serious and takes work for granted. These differences in work values make it difficult for millennial employees to adopt organizational citizenship behavior (OCB), which requires millennial employees to exert effort away from their usual work duties (Harvey et al., 2020).

The level of fatigue among workers increased from 27% in 2020 to 35% in 2021. Meanwhile, the biggest increase occurred among workers from the millennial generation. In addition, it was found that 42% of workers from the millennial generation felt tired and stressed at work (Detik Finance, 2021). Work life balance is very important in achieving psychological and emotional stability and increasing employee engagement. When employees get support in a work environment that allows them to combine and balance

their time between work, family, and personal life, they will feel satisfied and fulfilled with their lives. The corporation and its workers may benefit from this.

Research conducted by (Adnan et al, 2021) shows that balance between work life and personal life has a significant impact on burnout and organizational citizenship behavior, and that this balance has a positive impact on employee behavior at work through their engagement. Individuals who feel a balance between life and work will feel more satisfied with their work and begin to connect emotionally with the organization (Rousseau & Aubé, 2010). Strong employee engagement shows that workers are wholeheartedly involved in their work and the company where they work. Workers not only work for their own interests or to increase promotions, but also for the interests of the organization and its goals. With this involvement, it can be seen that employees have love for their work, thereby creating a sense of satisfaction in themselves. One of the things that can be the impact of a lack of OCB in a company is turnover intention or even turnover.

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personal life. Based in that case, they will feel satisfied and fulfilled with their lives. The corporation and its workers may benefit from this. Having a healthy work-life balance has been shown to positively affect employee behaviour in the workplace via increased levels of engagement, as well as having a major influence on burnout and organisational citizenship behaviour (Adnan et al, 2021).

Those who are able to strike a good work-life balances are happier overall and are more likely to develop an emotional connection to the company (Rousseau & Aubé, 2010). Strong employee engagement shows that workers are wholeheartedly involved in their work and the company where they were work. Workers not only work for their own interests or to increase promotions, but also for the interests of the organization and its

goal(s). With this involvement, it can be seen that employees have love for their work, thereby creating a sense of satisfaction in themselves. One of the things that can be the impact of a lack of OCB in a company is turnover intention or even turnover.

Turnover intention is an individual's desire to leave the organization and look for alternative employment, which is described as thoughts of leaving, looking for work elsewhere and the desire to leave the organization. Turnover intention itself is also a psychological and behavioral tendency experienced by employees to leave the organization they currently work for (Chen et al., 2021). This research was conducted at the Global Extreme Company. Global Extreme is one of the oldest and most experienced internet service providers in Bali under PT Internet Madju Abad Milenindo.

Table 1. Turnover Data of GlobalXtreme 2022-2023

Year	Month	The Number of Employees Who Started the Month	The Number of Employees Who Joined Up	The Number of Employees Who Left	Total Employees
2022	January	271	1	5	267
	February	267	6	4	269
	March	269	1	3	267
	April	267	6	5	268
	May	268	10	5	273
	June	273	-	6	267
	July	267	-	3	264
	August	264	2	5	261
	September	261	1	5	257
	October	257	1	4	254
	November	254	2	12	244
	December	244	3	5	242
2023	January	242	-	-	242
	February	242	3	6	239
	Maret	239	1	5	235

Employees at Global Extreme often complain about co-workers' tasks that should be completed by the responsible employee but are not completed by the employee who concerned about it, so they have to be completed by another employee. Then, what often happens is that when there is a problem with the main cable infrastructure which causes the customer's internet to go down, several employees who are supposed to be on the morning shift have to do overtime to help with the repair process. Frequent employee overtime causes employees to experience burnout because the work is quite large and requires overtime. The decreasing of employee loyalty was caused by several employees leaving the company, so that the work which was initially well divided, structured and managed became burdened by one permanent employee which made the employee not optimal, this caused a decrease in work loyalty from the employee. In the observations that have been made, it was found that the lack of work-life balance practices in a job is one of the main causes of a decline in the company's level of success. OCB and work-life balance are internal factors of employees that influence performance. Employees' productivity and well-being are negatively impacted by the gap between their professional and personal lives. Social exchange theory,

as put out by Fung et al. (2012), states that workers believe that people would act more effectively towards the organisation if they were treated properly by the organisation.

Literature Review

Employees that act in a way that benefits the organisation as a whole exhibit what is known as "organisational citizenship behaviour" (OCB). The employee's desire to work and make contributions to the company is an indicator of their positive behaviour (Jufrizen et al., 2020). Organisational citizenship behaviour (OCB) is a relatively recent concept in the field of organisational research (Nasution & Khair, 2022). Helping others, taking on more responsibilities, and following established processes are all examples of exemplary organisational citizenship behaviour (OCB). A sort of prosocial behaviour, "employee added value" defines actions that are "positive, constructive, and meaningfully helpful" (Titisari, 2014:17). Employee behaviour may be broken down into "in-role" and "out-of-role" categories, as described by Sihombing and Sitanggang (2019).

The capacity to combine one's job and personal responsibilities in a systematic and satisfying way is what is meant by "work life balance." Work life balance, as defined by Ramadhan and Marinda (2019), involves striking a good

balance between one's work and other aspects of one's life that are equally important to them, such as leisure activities, family obligations, and friendships. It's not enough to just strike a work-life balance; one also has to determine how much time one can devote to work before reaching burnout (Asma et al., 2019). Maintaining a healthy work-life balance is crucial for workers' productivity (Putranti et al., 2020). Therefore, it is important to take into account work-life balance in order to help people perform at their best. Employees often struggle to strike a healthy work-life balance (Wambui et al., 2017). The tension between an employee's many responsibilities might be affected when he is unable to strike a balance between them.

According to Robbins & Judge (2013:77), engaged employees are those that take pride in their job and show it via their own participation, contentment, and excitement. People that are enthusiastic about their job and don't see it as a chore are more likely to produce favourable results. When it comes to keeping talented workers on staff and getting them to give their best for the company, employee engagement is a major challenge. According to Mohd et al. (2016), an employee's degree of engagement determines his or her contribution to the success of the business or organisation in which he or she works. When employees are engaged, they feel a connection to the firm and its mission and are invested in its success.

Involuntary behaviours may lead to the depletion of a person's body, mind, and spirit, a condition known as burnout (Junaidin et al., 2019). According to Iswardhani et al. (2019), burnout is a state of mind that develops after being under stress for an extended period of time. Emotional and mental tiredness brought on by very stressful conditions and high personal expectations is what burnout is all about, according to Junaidin et al. (2019). Researchers Pangemanan et al. (2017) found that burnout is caused by more than just an inability to handle stress; it also requires a collision between one's professional and private lives. According to Rosyid (2016), burnout is physical, mental and emotional fatigue that occurs due to prolonged stress and high emotional involvement. Burnout is fatigue caused by individuals working hard, feelings of guilt, feeling helpless, feeling hopeless, deep sadness, feeling ashamed, resulting in feelings of tiredness and discomfort, which in turn increases feelings of irritation. Burnout is a form of fatigue that results from someone being overworked, dedicated and committed, working too much and too long and viewing their needs and desires as secondary

Research Hypothesis

Organisational citizenship behaviour (OCB) is widely recognised as a key employee behaviour that may boost business results. Organisational citizenship behaviour (OCB) is defined

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by Farisi et al. (2021) as any activity taken by an employee of an organisation that is not directly related to his or her job responsibilities. Wang (2015) demonstrates that a favourable work environment, including a healthy work-life balance, is a key factor in the emergence of organisational citizenship behaviour (OCB) in the workforce. The relationship between work life balance and organizational citizenship behavior is related to border theory. Border theory explains how individuals organize and negotiate the area between work and life outside of work, and the boundaries between the two to achieve balance and minimize conflict. The concept of border theory states that there are two different domains between life outside worktime and inside work-time, so that someone must do it according to different rules, both in their patterns and behavior (Permatasari et al) 2020). Improving employees' ability to combine their personal and professional lives helps boost organisational citizenship behaviour (OCB). However, the connection between OCB and work-life balance has only been the subject of a small number of research.

H1: Work life balance has a positive effect on organizational citizenship behavior

Employees who are committed to working more than they are supposed to do tend to show positive results in an organization, namely, customer satisfaction, very high levels of

production, and low levels of turnover intention (Joo and Lee, 2017). According to Yadav et al., 2022 found that employee work-life balance is related to employees' sense of attachment to the company. Employee engagement is demonstrated by the employee's willingness to provide the best performance, which will result in the organization becoming more productive (Yadav et al., 2022). Therefore, companies expect optimal employee involvement.

H2: Employee engagement strengthens the relationship between the influence of work life balance on organizational citizenship behavior

Personal life and work have equal interests and demands that must be met with a balanced distribution of time. If not, this will cause fatigue in employees which will cause severe stress reactions, which can trigger a decrease in employee productivity at work. According to Pangemanan & Tumbel (2017), burnout is not only occurring when individuals cannot manage stress, but there is conflict between work and personal life. Previous research results have explained the relationship between work life balance and burnout (Ayudhya et al., 2019; Junaidin et al., 2019; Winata & Nurhasanah, 2022; Thoriq & Suci, 2022). In other words, it can be said that the greater the work life balance felt by employees, the lower the burnout they feel. The impacts of burnout are mental, physical, behavioral, social changes,

changes in attitudes and their impact on the organization.

H3: Work life balance has a negative effect on burnout

Burnout causes high self-pressure which can cause employees to become exhausted and disengaged in related tasks. Increasing work demands without recovery time will gradually drain employee energy. With limited resources, employees may be more inclined to invest of their efforts in behaviors that are monitored and rewarded. Employees with higher levels of burnout are less likely to want to exhibit OCB due to their physical, emotional, and mental exhaustion. Emotionally exhausted employees will feel more tired, put in less effort at work and are less willing to help others.

H4 : Burnout has a negative effect on organizational citizenship behavior

The balance between personal and work life for employees provides comfort and focus at work, a better mood will be more comfortable in

activities, having good relationships with co-workers will encourage employees to carry out organizational citizenship behavior (OCB) (Hikmah & Lukito, 2021). Balanced employees are less likely to call out sick, perform better on the job, and exhibit the kind of corporate citizenship that boosts morale and, in turn, company output (Erdianza et al., 2020). Employees who have OCB are solely for the betterment of the company and do not expect any appreciation or reward from the company. Work life balance in a job is one of the main causes of a decline in a company's level of success. OCB and work life balance are one of the internal factors of employees that influence performance. The mediating effect of burnout explains that aspects of burnout such as emotional exhaustion are negatively related to organizational citizenship behavior (Soelton et al., 2020 & Liu et al, 2019).

H5 : Burnout mediates the influence of work life balance on OCB

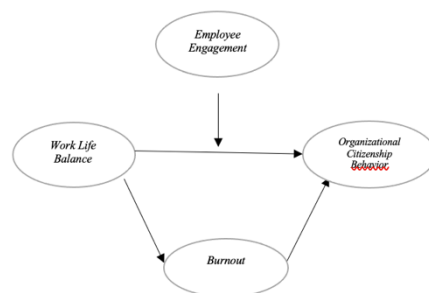


Figure 1. Conceptual Framework

RESEARCH METHOD

After information has been gathered from all respondents or other sources, analysts do data analysis in quantitative research. Data analysis entails activities like categorising information based on variables and respondent types, tabulating information based on variables for all respondents, presenting information for each variable under study, performing calculations to answer the problem formulation, and performing

calculations to test the hypothesis. In this research, we employed the Saturated Sampling Method to choose a representative sample from the millennial demographic. The population in this study was 233 employees who worked at Global Extreme. A total of 53 employees are from the millennial generation. The research model will be analyzed using Structural Equation Modeling (SEM), with the help of PLS (Partial Least Square) software.

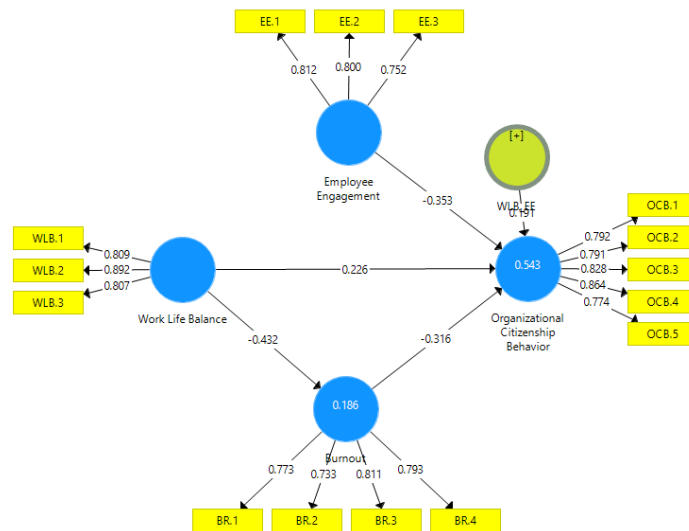


Figure 2. Outer Model Evaluation

Convergent Validity Test

Table 2. Convergent Validity Test Results

	Burnout	Employee Engagement	Organizational Citizenship Behavior	WLB_EE	Work Life Balance
BR.1	0,773				
BR.2	0,733				
BR.3	0,811				
BR.4	0,793				
EE.1		0,812			
EE.2		0,800			
EE.3		0,752			

OCB.1	0,792
OCB.2	0,791
OCB.3	0,828
OCB.4	0,864
OCB.5	0,774
WLB.1	0,809
WLB.2	0,892
WLB.3	0,807

Based on the Smart PLS output above, it is found that there are all statement items with an outer loading value > 0.5, namely the EE1 statement of 0.812. The EE2 statement is 0.800 and the EE3 statement is 0.752. The employee engagement variable (M) meets the convergent validity criteria based on the outer loading value. All WLB statement items meet the criteria with an outer loading value > 0.5, namely the WLB1 question is 0.809. The WLB2 statement is 0.892 and the WLB3 statement is 0.807. All OCB question items meet the outer loading value

<0.5, namely the OCB1 statement of 0.792. Furthermore, the OCB2 statement is 0.791. The OCB3 statement is 0.828. OCB4 statement is 0.864. The OCB5 statement is 0.774. All burnout statement items have an outer loading value of <0.5, namely BR1 of 0.773. The BR2 statement is 0.733. The BR3 statement is 0.811 and the BR4 statement is 0.793. Therefore, the burnout variable statement (Z) meets the convergent validity criteria based on the outer loading value.

Average Variance Extracted Test

Table 3. Average Variance Extracted Test Results (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Burnout	0,783	0,788	0,860	0,605
Employee Engagement	0,702	0,716	0,831	0,622
Organizational Citizenship Behavior	0,869	0,879	0,905	0,657
Work Life Balance	0,800	0,913	0,875	0,701

Based on the Smart PLS output above, it is found that all variables have an AVE value > 0.5. The burnout variable has an AVE value of 0.605 > 0.5. The employee engagement variable has an AVE value of 0.622 > 0.5. The organizational citizenship behavior

variable has an AVE value of 0.657 > 0.5. The work life balance variable has an AVE value of 0.701 > 0.5. Thus, it can be stated that all variables in this study meet the convergent validity criteria based on the AVE value.

Cross Loading Test

Table 4. Cross Loading Results

	Burnout	Employee Engagement	Organizational Citizenship Behavior	WLB_EE	Work Life Balance
BR.1	0,773	0,350	-0,381	-0,239	-0,417
BR.2	0,733	0,013	-0,352	-0,083	-0,324
BR.3	0,811	0,176	-0,413	-0,146	-0,290
BR.4	0,793	0,280	-0,537	-0,125	-0,310
EE.1	0,203	0,812	-0,430	-0,090	-0,296
EE.2	0,207	0,800	-0,475	-0,014	-0,195
EE.3	0,256	0,752	-0,311	-0,017	-0,334
OCB.1	-0,531	-0,338	0,792	0,235	0,387
OCB.2	-0,334	-0,511	0,791	0,202	0,406
OCB.3	-0,449	-0,503	0,828	0,299	0,429
OCB.4	-0,560	-0,410	0,864	0,265	0,538
OCB.5	-0,309	-0,363	0,774	0,355	0,353
WLB.1	-0,293	-0,320	0,296	0,074	0,809
WLB.2	-0,391	-0,356	0,657	0,353	0,892
WLB.3	-0,392	-0,123	0,220	0,062	0,807

The cross loading value of EE1, EE2 and EE3 is 0.812; 0.800; 0.752. The cross loading value of OCB1, OCB 2, OCB 3, OCB4 and OCB5 is 0.792; 0.791; 0.828; 0.864; 0.774. The cross loading value of WLB1, WLB2 and WLB3 is 0.809; 0.892; 0.807. The cross loading value of BR1, BR2, BR3, and BR4 is 0.773; 0.733 0.811; 0.793. Because the

cross loading value of all variables is > 0.7, it can be stated that all variables meet the discriminant validity requirements based on the cross loading value.

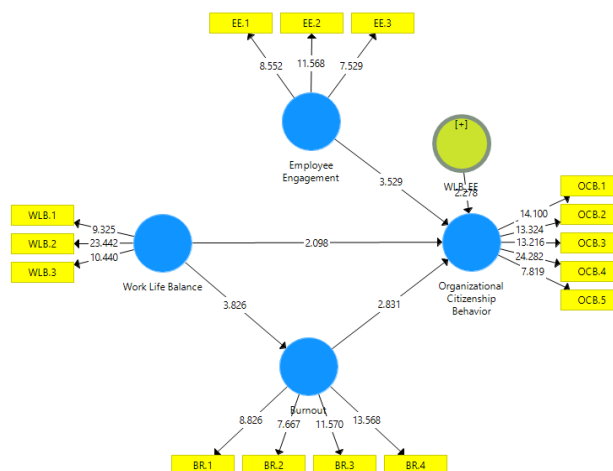


Figure 3. Inner Model Evaluation

Coefficient of Determination Test

Table 5. Coefficient of Determination Results (R-Square)

	R Square	R Square Adjusted
Burnout	0,186	0,170
Organizational Citizenship Behavior	0,543	0,505

Based on the output of the determination coefficient test above, the r - square value for the organizational citizenship behavior (Y) variable is 0.543. The r – square value of work life balance on burnout is 0.186,

so it has a weak influence. The results of r - square work life balance and burnout on organizational citizenship behavior are 0.543 or can be said to have a moderate influence.

Predictive Relevance Test

Table 6. Predictive Relevance Results

	SSO	SSE	Q ² (=1-SSE/SSO)
Burnout	212,000	190,496	0,101
Employee Engagement	159,000	159,000	
Organizational Citizenship Behavior	265,000	177,453	0,330
WLB_EE	53,000	53,000	
Work Life Balance	159,000	159,000	

Based on the table above, it can be seen that the relevance level value (Q²) for all variables is > 0, namely 0.101 and 0.330, meaning that the work life balance variable (X), burnout variable

(Z) and employee engagement variable (M) have relevance for predicting organizational citizenship behavior variables (Y).

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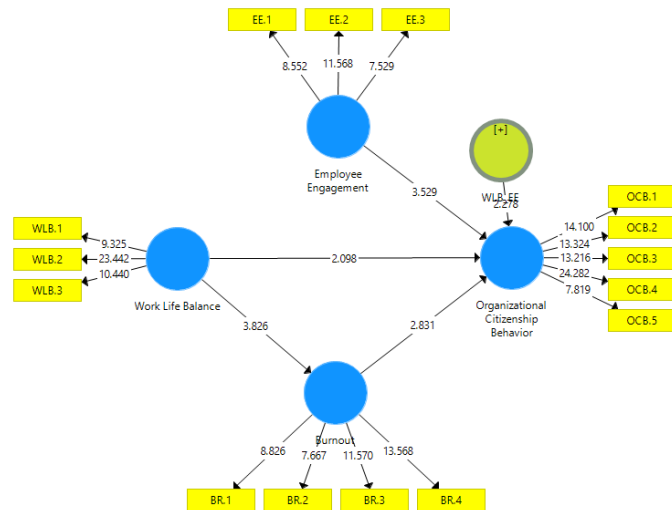


Figure 4. Path Coefficient Output

Table 7. Path Coefficient Output

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Life Balance -> Organizational Citizenship Behavior	0,226	0,233	0,108	2,098	0,036
Work Life Balance -> Burnout	-0,432	-0,456	0,113	3,826	0,000
Burnout -> Organizational Citizenship Behavior	-0,316	-0,315	0,111	2,831	0,005
WLB_EE -> Organizational Citizenship Behavior	0,191	0,190	0,084	2,278	0,023

Hypothesis testing on the influence of work life balance (X) on organizational citizenship behavior (Y) produces a p-value (0.036) < 0.05 or t-statistic (2.098) > 1.96 with a positive parameter coefficient value of 0.226, then the influence of work life balance on organizational citizenship behavior is significantly positive. Employees can adjust work and personal activities to reduce absenteeism, increase efficiency,

and lead to OCB behavior that can affect organizational productivity (Erdianza et al., 2020). Work-life balance can encourage employees to engage in OCB which can benefit the organization through better performance. This shows that the work life balance indicator is an important factor in organizational citizenship behavior (Irfan & Putri, 2021). Companies can be encouraged to achieve a better work-life balance.

The work life balance variable has a positive and significant effect on organizational citizenship behavior. The results of a study conducted by Iroth et al, (2022) show that work life balance has a positive and significant effect on organizational citizenship behavior. This means that every change in organizational citizenship behavior is influenced by work life balance. The results of this research are in line with research from Hermy and Pratama (2021), which found that work life balance has a positive and significant effect on organizational citizenship behavior.

Hypothesis testing on the influence of work life balance (X) on burnout (Z) produces a p-value (0.000) < 0.05 or t-statistic (3.826) > 1.96 with a negative parameter coefficient value of -0.432, so the influence of work life the balance against burnout is negative. Personal life and work have equal interests and demands that must be met with a balanced distribution of time. If not, this important thing will cause fatigue in employees which will cause severe stress reactions, which can trigger a decrease in employee productivity at work. The results of a study conducted by Junaidin et al (2019) also showed that work life balance had a negative and significant effect on burnout in PLN South Makassar Area employees. A balanced work life reduces burnout in employees.

Hypothesis testing on the effect of Burnout (Z) on organizational citizenship behavior (Y) produces a p-

value (0.005) < 0.05 or t-statistic (2.831) > 1.96 with a negative parameter coefficient value of -0.316, so the effect of burnout on organizational citizenship behavior is negative. When employees are tired, it will cause physical and emotional fatigue, which will affect employees' thinking, attitudes and behavior, ultimately weakening employees. This makes employees reluctant to engage in OCB. Companies expect employees to do more than what is expected in their job description (main job), which is almost impossible if employees are facing high job demands, for example a heavy workload or hard work. Burnout reduces employees' willingness to exhibit OCB. In general, stressful experiences at work do exhaust employees' energy levels, which reduces their ability and motivation to exert effort to achieve OCB (De Clercq et al, 2020).

Hypothesis testing on the moderating role of employee engagement (M) on the influence of work life balance (X) on organizational citizenship behavior (Y) produces a p-value (0.023) < 0.05 or t-statistic (2.278) > 1.96 with a coefficient value positive parameter of 0.191, then employee engagement strengthens the relationship between work life balance and organizational citizenship behavior. Employee engagement means that attachment can occur when individual and organizational values are similar. When an individual has an attachment to an organization, that individual will

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express positive attitudes, one of which is OCB. When the individual's attachment is achieved, the individual and the organization will form a mutually beneficial relationship, where the individual will try to help the organization in achieving its goals with OCB behavior and the organization will provide reciprocity according to the employee's achievements. When employees have a balance between their personal lives and work, employees will tend to behave OCB. Employee engagement strengthens the relationship between work life balance

and organizational citizenship behavior. Organizational citizenship behavior is a potential outcome of employee engagement because engaged employees tend to have a positive influence and are motivated to demonstrate beneficial behavior for their organization. The strong relationship between employee engagement and organizational citizenship behavior can be caused by the close relationship between the two variables.

Indirect Effect Test

Table 8. Indirect Effect Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Life Balance -> Burnout -> Organizational Citizenship Behavior	0,136	0,141	0,059	2,299	0,022

Based on the output table above, the results of an indirect relationship are obtained with the result that work life balance (X) on organizational citizenship behavior (Y) through burnout (Z) can be seen from the p-value (0.022) < 0.05 or t-statistic (2.299) > 1.96 with a coefficient value of 0.136, then burnout has a mediating effect on the influence of work life balance on organizational citizenship behavior. Thus, the hypothesis that burnout mediates the influence of work life balance on organizational citizenship behavior can be accepted. The balance

of work life and social life greatly influences employee attitudes and effectiveness. When employees face work that demands a workload and causes quite high levels of stress, the employee will experience burnout. Companies must direct employees to work well, however, they also have lives outside of work that must be taken into account. Another thing that must be considered is burnout because it does not only have negative consequences for individuals such as depression, feelings of failure, fatigue and loss of motivation. Previous research revealed

a positive relationship with a significant relationship between work-life balance and OCB.

CONCLUSION

Based on the data, the tested hypotheses, and the discussion up to this point, the following may be said about the moderating function of employee engagement in the relationship between work-life balance and organisational citizenship behaviour through burnout: 1). Work life balance has a positive effect on organizational citizenship behavior of GlobalXtreme millennial generation employees. Employees who have a good work life balance will be able to improve the organizational citizenship behavior of GlobalXtreme employees. 2). Employee engagement has a moderating effect to strengthen the relationship between work life balance and organizational citizenship behavior of GlobalXtreme millennial generation employees. 3). Work life balance has a negative effect on burnout of GlobalXtreme millennial generation employees. When employees have a good work life balance, the burnout felt by GlobalXtreme employees will decrease. 4). Burnout has a negative influence on OCB in GlobalXtreme millennial generation employees. When employee burnout is high, it will reduce employee OCB behavior at the GlobalXtreme company. 5). The interaction of work life balance on organizational citizenship behavior through burnout has an indirect influence on GlobalXtreme millennial generation employees.

This research was only conducted on one type of company, namely the telecommunications industry, so the

results of this research may not be the same if applied to other types of industry. It is recommended that future researchers conduct research on various types of industry, namely other than the telecommunications industry, for example the financial (banking) or property industry, this is to find out the comparison with the results of previous research. Future research needs to add other variables in the form of fundamental variables that can influence increasing organizational citizenship behavior. These fundamental variables include: job satisfaction, company culture and leadership style.

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