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## Democratic Leadership as a Mediator Between Work Life Balance and Organizational Citizenship Behavior Among Millennial and Gen Z Employees in Indonesia's Beauty Industry

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**Abstract:** This study investigates the influence of Work Life Balance and Interpersonal Relationship on Organizational Citizenship Behavior (OCB), with Democratic Leadership serving as a mediating variable. The research was conducted at PT RANS Kosmetika Indonesia (SLAVINA), a startup in the beauty industry characterized by a predominantly Millennial and Generation Z workforce. Employing a quantitative research design and data analysis through Partial Least Squares Structural Equation Modeling (PLS-SEM), the study demonstrates that both Work Life Balance and Interpersonal Relationship significantly impact OCB, both directly and indirectly via Democratic Leadership. The results yield theoretical implications for leadership and organizational behavior literature, while also offering practical insights for enhancing human resource strategies in dynamic and generationally diverse organizational settings.

**Keyword:** Work Life Balance, Interpersonal Relationship, Democratic Leadership, Organizational Citizenship Behavior, Millennial and Gen Z.

### INTRODUCTION

The global beauty industry is undergoing a significant transformation, driven by digitalization, shifting consumer behavior, and the growing influence of younger generations in the labor market. In Indonesia, this change is particularly evident in the emergence of local beauty startups such as PT RANS Kosmetika Indonesia (SLAVINA), which embrace innovation, branding, and agility as key competitive advantages. However, alongside product development, the sustainability and growth of such companies heavily rely on managing their human resources effectively, especially employees from the Millennial and Generation Z cohorts.

Millennials and Gen Z are known for their distinct values in the workplace. Compared to previous generations, they place a higher emphasis on work-life balance, autonomy, flexibility, and meaningful interpersonal relationships. Their expectations toward leadership styles also differ—they prefer leaders who are democratic, inclusive, and empowering rather than authoritarian or transactional (Su & Hahn, 2021). This generational shift in expectations

requires companies to adjust not only their HR practices but also their organizational culture to retain talent and foster engagement.

One behavioral construct that reflects employee engagement and organizational harmony is Organizational Citizenship Behavior (OCB). According to Organ (1988), OCB refers to individual behavior that is discretionary, not directly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization. Employees who demonstrate OCB tend to voluntarily help coworkers, comply with informal rules, and advocate for the organization. Given its critical role in team effectiveness, customer satisfaction, and innovation, OCB has been a central topic in human resource and organizational behavior research for decades (Shams et al., 2020).

Numerous factors have been found to influence OCB, including leadership, organizational justice, and employee well-being. One important yet often overlooked driver is work-life balance. When employees are able to balance their professional responsibilities with their personal lives, they are more likely to demonstrate positive attitudes and behaviors in the workplace, including OCB (Alamsyah et al., 2025). Another predictor that plays a vital role is interpersonal relationship. A work environment that fosters mutual respect, communication, and social support enhances employees' willingness to go beyond their formal roles (Dwicahyani & Gorda, 2023).

The role of democratic leadership is also central in this framework. Democratic leadership emphasizes participation, communication, and joint decision-making, which can facilitate an environment where employees feel heard, empowered, and motivated. In modern organizations, especially startups where hierarchies are flat and collaboration is key, such leadership style is increasingly relevant. Recent studies confirm that democratic leadership positively affects not only job satisfaction and motivation, but also mediates behaviors like OCB (Pahrul et al., 2021).

The purpose of this study is as follows: 1) To analyze the influence of Work Life Balance on Organizational Citizenship Behavior at PT RANS Kosmetika Indonesia (SLAVINA); 2) To analyze the influence of Interpersonal Relationship on Organizational Citizenship Behavior; 3) To analyze the influence of Democratic Leadership on Organizational Citizenship Behavior; 4) To examine the mediating role of Democratic Leadership in the relationship between Work Life Balance and Organizational Citizenship Behavior; and 5) To investigate the mediating role of Democratic Leadership in the relationship between Interpersonal Relationship and Organizational Citizenship Behavior at PT RANS Kosmetika Indonesia (SLAVINA).

To understand the context of this study, a preliminary survey was conducted on 30 employees of PT RANS Kosmetika Indonesia (SLAVINA). The purpose was to identify key issues that may influence OCB in the organization. The results of this survey are shown in the following table:

**Table 1. Preliminary Survey Results**

Variable	Question	Yes	No
Employee Engagement	Do you feel your current work environment supports optimal performance?	21	9
	Do you feel empowered to take initiative in your job?	19	11
Organizational Commitment	Do you feel your leader evaluates your work fairly?	18	12
	Does the company provide opportunities to develop your skills?	21	9
Work Life Balance	Does the company support your work-life balance?	15	15
	Is your workload not interfering with your personal life?	14	16

Variable	Question	Yes	No
Interpersonal Relationship	Can you rely on colleagues to collaborate on tasks?	17	13
	Is your work environment free from disruptive conflict?	11	19
Organizational Culture	Are the company's values or work norms applied consistently?	9	21
	Do you follow procedures as defined by the company?	12	18
Democratic Leadership	Does your leader give clear direction for team goals?	13	17
	Do you feel your leader listens to team input or ideas?	18	12

Source: Research data

## METHOD

This research was conducted at PT RANS Kosmetika Indonesia (SLAVINA), utilizing organizational data spanning from 2022 to 2024. A quantitative approach with a causal design was employed to empirically examine the hypothesized relationships among constructs. The use of quantitative methods enables the application of numerical data to test both direct and indirect effects between variables through structural equation modeling (Hair et al., 2021). Causal research design is particularly suitable for identifying the influence of independent variables on dependent outcomes, with Democratic Leadership positioned as an intervening variable. This methodological choice is widely recognized in organizational studies to understand how contextual and interpersonal factors shape behavioral constructs such as Organizational Citizenship Behavior (Organ, 1988).

The dependent variable in this study is OCB, conceptualized as voluntary employee behavior that enhances organizational functioning but is not formally rewarded (Organ, 1988). OCB includes discretionary acts such as altruism, civic virtue, and conscientiousness. Democratic Leadership, as the mediating variable, is defined by participatory decision-making, open communication, and reciprocal feedback mechanisms, all of which are known to foster employee engagement and collaboration in dynamic workplaces (Pahrul et al., 2021). The independent variables include Work Life Balance referring to the degree of equilibrium between professional and personal domains (Alamsyah et al., 2025) and Interpersonal Relationship, which encompasses mutual trust, communication, appreciation, and peer support among colleagues (Dwicahyani & Gorda, 2023). The operationalization of these variables and their measurement indicators are presented in the following table:

Table 2. Operationalization of Variables

Variable	Dimension	Indicator	Scale
Work Life Balance (X1)	Work Interference with Personal Life (WIPL)	1. I have enough time for both work and personal life. 2. I often feel too tired after work to enjoy personal life. 3. My work rarely interferes with personal activities.	Ordinal
	Personal Life Interference with Work (PLIW)	1. Personal issues sometimes interfere with my work. 2. I can balance family and work demands.	Ordinal
	Work/Personal Life Enhancement (WPLE)	1. My personal life gives me energy to work. 2. I am satisfied with how I manage work and personal life.	Ordinal
Interpersonal Relationship (X2)	Trust	1. I trust my colleagues to help me finish tasks. 2. I build team trust through honesty and openness.	Ordinal
	Appreciation	1. I value others' opinions in discussions. 2. I appreciate each team member's contribution.	Ordinal
Interpersonal Relationship (X2)	Communication	1. I express my opinion clearly to teammates. 2. I listen actively during team discussions.	Ordinal

Variable	Dimension	Indicator	Scale
	Support	1. I provide help when my teammates struggle.	Ordinal
	Altruism	1. I help colleagues beyond expectations. 2. I offer help without being asked.	Ordinal
Organizational Citizenship Behavior (Y)	Conscientiousness	1. I am disciplined and punctual.	Ordinal
	Sportsmanship	1. I maintain a positive attitude towards work. 2. I don't complain excessively about policies.	Ordinal
	Courtesy	1. I maintain good relationships with others.	Ordinal
	Civic Virtue	1. I participate actively in the organization. 2. I work to improve the company's image.	Ordinal
	Team Participation	1. I am involved in team decision-making. 2. My manager considers our input before deciding.	Ordinal
Democratic Leadership (Z)	Transparency and Communication	1. My leader listens to our opinions. 2. I can voice my thoughts without fear.	Ordinal
	Flexibility	1. My leader is open to new ideas.	Ordinal
	Feedback and Support	1. My leader gives clear directions. 2. My leader maintains a positive relationship with the team.	Ordinal
	Capacity Building	1. I am given opportunities for personal development.	Ordinal

Source: Research Data

The population in this study consists of 159 employees of PT RANS Kosmetika Indonesia. Based on Slovin's formula with a 5% margin of error, the sample size was calculated to be 114 respondents. The sampling technique used was purposive sampling to ensure respondents met inclusion criteria relevant to age and employment status.

Primary data were collected using closed-ended questionnaires, observations, and semi-structured interviews. Secondary data were gathered from the company's internal reports, such as attendance records, performance targets, and HR documents from 2022 to 2024.

Data analysis was performed using Partial Least Squares - Structural Equation Modeling (PLS-SEM) via SmartPLS 4.0 (Hair et al., 2017). This method enabled the simultaneous estimation of measurement models and structural models. The Outer Model tested indicator reliability, convergent validity using factor loadings and AVE, discriminant validity using HTMT, and reliability via Cronbach's Alpha and Composite Reliability. The Inner Model tested the magnitude and significance of path relationships using R<sup>2</sup> and Q<sup>2</sup> values. Furthermore, the Goodness of Fit (GoF) index was calculated to assess overall model quality. Hypothesis testing was carried out using the bootstrapping method to obtain t-statistics and p-values for evaluating direct and indirect effects among variables (Hair et al., 2021).

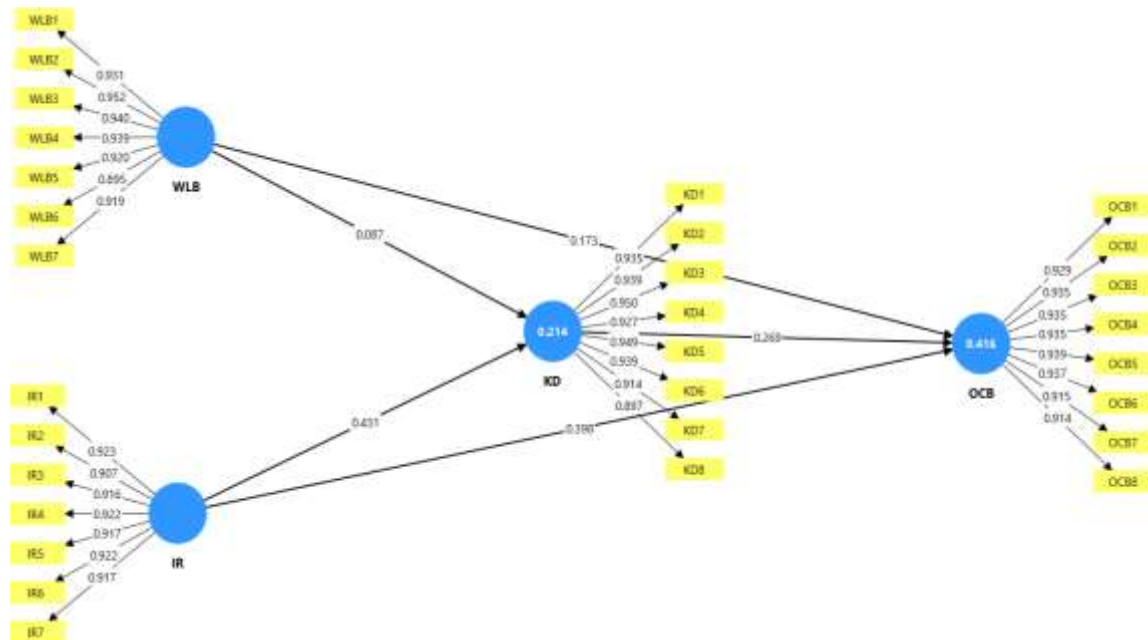
## RESULTS AND DISCUSSION

This research utilized Structural Equation Modeling - Partial Least Squares (SEM-PLS) to analyze the relationship between variables: Work Life Balance, Interpersonal Relationship, Democratic Leadership, and Organizational Citizenship Behavior. The discussion is structured into three parts: outer model (measurement), inner model (structural), and hypothesis testing.

### Outer Model Analysis

#### Convergent Validity

Convergent validity is tested through all Average Variance Extracted values are above the minimum threshold of 0.50, indicating that each construct has adequate convergent validity (Hair et al., 2021).



Source: Processed Data  
**Figure 1. Outer Model**

The fulfillment of convergent validity criteria across all indicators indicates that the measurement model in this study has met the eligibility standards and is deemed appropriate for use in the subsequent analysis stage, namely the inner model testing. The visualization of the measurement model testing results is presented in Figure 4.3, which is the output generated using SmartPLS version 4.0.

**Reliability Test**

Reliability is measured using Cronbach’s Alpha and Composite Reliability. Both are above 0.70, indicating that the measurement instruments are reliable (Hair et al., 2017).

**Table 3. Average Variance Extracted (AVE) and Reliability Test**

Variable	Average Variance Extracted	Composite reliability	Cronbach Alpha
Interpersonal Relationship	0,842	0,969	0,974
Kepemimpinan Demokratis	0,867	0,980	0,981
Organization Citizenship Behavior	0,865	0,979	0,981
Work Life Balance	0,861	0,973	0,977

Source: Processed Data

**Discriminant Validity (HTMT)**

Discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) ratio. All HTMT values are below 0.85, confirming that each construct is distinct from others (Hair et al., 2017).

**Table 4. HTMT**

Variable	IR	KD	OCB	WLB
Interpersonal Relationship				
Democratic Leadership	0,465			
Organization Citizenship Behavior	0,582	0,494		
Work Life Balance	0,281	0,206	0,341	

Source: Processed Data

**Inner Model (Structural Model)  
Coefficient of Determination (R<sup>2</sup>)**

R<sup>2</sup> represents how well endogenous constructs are explained by exogenous constructs. Higher R<sup>2</sup> indicates better explanatory power (Hair et al., 2017).

**Predictive Relevance (Q<sup>2</sup>)**

Q<sup>2</sup> values greater than 0 for both dependent variables, suggesting that the model has good predictive relevance (Hair et al., 2017).

**Table 5. HTMT**

Variable	R <sup>2</sup>	Q <sup>2</sup>
Democratic Leadership	0,602	0,580
Organization Citizenship Behavior	0,693	0,623

Source: Processed Data

**Goodness of Fit (GoF)**

The Goodness of Fit (GoF) evaluation shows that the model has an excellent overall fit. The calculated GoF value of 0.746, derived from the combination of AVE and R<sup>2</sup> values, indicates a strong predictive quality and structural validity of the model (Hair et al., 2017).

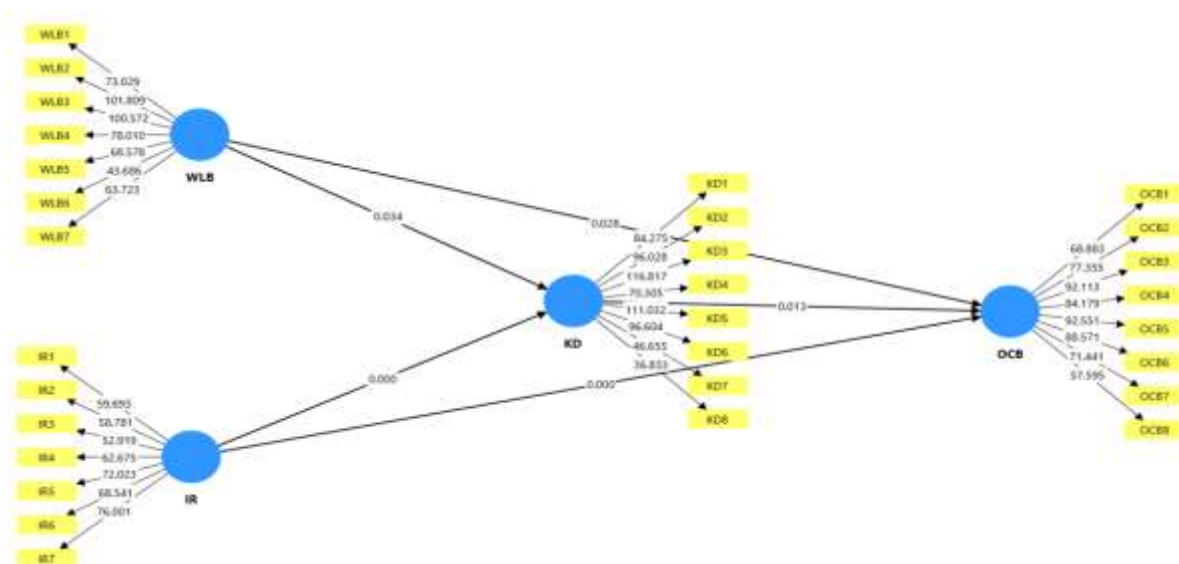
$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{\left(\frac{0,842 + 0,867 + 0,865 + 0,861}{4}\right) \times \left(\frac{0,602 + 0,693}{2}\right)^2}$$

$$GoF = \sqrt{0,5575} = 0,746$$

**Hypothesis Testing (Bootstrapping)**

Figure below presents the structural model visualization, which illustrates both the direction and strength of the relationships among latent constructs, as conceptualized in the research framework.



Source: Processed Data  
**Figure 2. Inner Model**

The hypothesis testing is conducted via bootstrapping, using p-values and t-statistics. All hypotheses are accepted as their p-values are below 0.05, confirming significant relationships among variables.

**Table 6. Hypothesis Testing**

No	Hypothesis	Original Sample	T Statistic	P Value	Result
1	WLB → KD	0.189	2.117	0.034	Positive & Significant
2	IR → KD	0.431	4.763	0.000	Positive & Significant
3	WLB → OCB	0.173	2.201	0.028	Positive & Significant
4	IR → OCB	0.398	3.691	0.000	Positive & Significant
5	KD → OCB	0.269	2.476	0.013	Positive & Significant
6	WLB → KD → OCB	0.120	2.500	0.012	Positive & Significant
7	IR → KD → OCB	0.196	2.158	0.031	Positive & Significant

Source: Processed Data

**Discussion**

This section provides an in-depth interpretation of the results based on the seven formulated research objectives. Each discussion is supported by numerical evidence from the hypothesis testing conducted through the SmartPLS 4.0 application.

**The Influence of Work Life Balance on Democratic Leadership**

The test results reveal that Work Life Balance (WLB) significantly influences Democratic Leadership (DL), as indicated by the original sample value of 0.189, with a t-statistic of 2.117 and a p-value of 0.034 (< 0.05). The observed positive association suggests that employees who experience a well-balanced integration between personal and professional domains are more inclined to perceive their leaders as participative, transparent, and inclusive. In organizational settings, reduced strain from work-life conflict enhances individuals’ cognitive and emotional receptivity to leadership engagement, thereby fostering greater openness in communication and a preference for collaborative, shared decision-making processes (Adhiwijaya et al., 2024).

**The Influence of Interpersonal Relationship on Democratic Leadership**

The influence of Interpersonal Relationship (IR) on Democratic Leadership is empirically validated as both positive and statistically significant, with an original sample value of 0.431, t-statistic of 4.763, and p-value of 0.000. This finding indicates that employees who encounter higher levels of trust, appreciation, and effective communication within their peer group are more likely to perceive their leaders as democratic in style. In organizational contexts where interpersonal dynamics are characterized by mutual respect and support, collaboration and openness are naturally fostered. Consequently, employees tend to exhibit more favorable attitudes toward leaders who promote inclusive decision-making, transparency, and fairness (Dwicahyani & Gorda, 2023).

**The Influence of Work Life Balance on Organizational Citizenship Behavior**

Work Life Balance (WLB) demonstrates a statistically significant influence on Organizational Citizenship Behavior (OCB), with an original sample value of 0.173, a t-statistic of 2.201, and a p-value of 0.028. This relationship implies that employees who are able to effectively harmonize their professional obligations with personal life demands tend to engage more frequently in discretionary behaviors, such as altruism, optimism, and organizational loyalty. As suggested by Alamsyah et al. (2025), individuals with adequate rest

and life satisfaction outside the workplace are more emotionally resilient and intrinsically driven, thereby increasing their propensity to act beyond prescribed job roles.

### **The Influence of Interpersonal Relationship on Organizational Citizenship Behavior**

The test results indicate that Interpersonal Relationship (IR) has a positive and statistically significant effect on Organizational Citizenship Behavior (OCB), as reflected in the original sample value of 0.398, a t-statistic of 3.692, and a p-value of 0.000. A supportive social environment—characterized by mutual trust, open communication, and peer collaboration cultivates a sense of connectedness and shared responsibility among employees. This condition enhances discretionary work behaviors such as altruism, cooperation, and organizational loyalty, even when such actions fall outside formal role requirements (DwicaHyani & Gorda, 2023).

### **The Influence of Democratic Leadership on Organizational Citizenship Behavior**

Democratic Leadership exerts a significant influence on Organizational Citizenship Behavior (OCB), as indicated by an original sample value of 0.269, a t-statistic of 2.476, and a p-value of 0.013. Leaders who actively involve employees in decision-making, facilitate open communication, and cultivate psychologically safe environments are more likely to foster discretionary behaviors beyond formal job expectations (Su & Hahn, 2021). Such behaviors include taking initiative, demonstrating organizational loyalty, and enhancing team cohesion hallmarks of OCB that contribute meaningfully to overall organizational performance. These findings underscore the critical role of leadership style in shaping proactive and voluntary employee conduct.

### **The Mediating Role of Democratic Leadership between Work Life Balance and OCB**

The analysis also reveals a significant indirect effect of Work Life Balance (WLB) on Organizational Citizenship Behavior (OCB) through Democratic Leadership, as evidenced by a path coefficient of 0.120, a t-statistic of 2.500, and a p-value of 0.012. Employees who experience higher levels of work-life integration tend to perceive their leaders as more democratic, participative, and responsive (Soilihin & Fathihani, 2024), which subsequently enhances their intrinsic motivation to engage in citizenship behaviors. This mediating relationship underscores the function of leadership as a conduit linking individual well-being to broader organizational outcomes. In this context, Work Life Balance not only exerts a direct impact on OCB but also operates indirectly by shaping employees' perceptions and receptivity toward leadership.

### **The Mediating Role of Democratic Leadership between Interpersonal Relationship and OCB**

The analysis also identifies a significant indirect effect of Interpersonal Relationship (IR) on Organizational Citizenship Behavior (OCB) through Democratic Leadership, with a path coefficient of 0.196, a t-statistic of 2.158, and a p-value of 0.031. This suggests that high-quality interpersonal dynamics characterized by mutual trust, respect, and open communication contribute to the formation of a democratic leadership climate (Dami et al., 2023). Such a climate, in turn, enhances employees' intrinsic motivation and their willingness to engage in voluntary, prosocial behaviors that support organizational goals. The strength of this mediating pathway underscores that peer relationships not only have a direct influence on employee behavior, but also indirectly shape the leadership context in which discretionary efforts are fostered.

## CONCLUSION

This study concludes that both Work Life Balance and Interpersonal Relationship exert significant direct and indirect effects on Organizational Citizenship Behavior (OCB) among Millennial and Generation Z employees in the context of a dynamic startup environment. The presence of equilibrium between professional and personal domains, coupled with strong interpersonal connections in the workplace, enhances employees' propensity to perceive leadership as democratic and to engage in extra-role behaviors that contribute to organizational functioning. Democratic Leadership emerges as a critical mediating construct that strengthens the influence of workplace conditions on prosocial behaviors, underscoring the pivotal role of leadership style in shaping discretionary employee conduct.

From a managerial standpoint, the findings emphasize the necessity for organizations particularly within the beauty and creative industries to institutionalize participative leadership approaches and foster work environments that support holistic employee well-being. Initiatives that promote work-life integration and cultivate mutual trust and communication are essential in reinforcing sustained employee engagement. Furthermore, leadership development interventions should prioritize democratic competencies, especially for managers overseeing younger generational cohorts. Future research may extend this model across diverse industry sectors or adopt longitudinal and mixed-methods approaches to capture the evolving dynamics of OCB and leadership perceptions over time.

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