

How organizational support enhances organizational citizenship behavior? The mediation role of psychological capital and job satisfaction

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ABSTRACT

The entry of generation Z into the workforce poses new problems in understanding their organizational citizenship behavior, which is affected by the values, expectations, and unique qualities they bring. The complex connection between individual and organizational elements produces a unique ecology where generation Z organizational citizenship behavior thrives, prompting enterprises to modify their strategies. A solid grasp of generation Z organizational citizenship behavior is vital for organizations to optimize their contributions beyond formal responsibilities and increase overall organizational effectiveness. By analyzing the effects of psychological capital, job satisfaction, and organizational support on generation Z workers, this study aims to investigate the factors that affect organizational citizenship behavior. Data was obtained from a survey of 276 respondents randomly selected from various industries in Jakarta, Indonesia. The research data were processed and examined using SEM. The studies revealed that job satisfaction, psychological capital, and organizational support are the primary factors influencing generation Z employees' higher organizational citizenship behavior. Further research on mediation found that psychological capital and job satisfaction mediated the relationship between organizational support and organizational citizenship behavior. This study advances the topic of organizational behavior and management. In this regard, it assists organizations in creating guidelines and policies to enhance organizational citizenship behavior through psychological capital, job satisfaction, and organizational support.

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1. Introduction

As Indonesia's generation Z join the workforce, the issue of organizational citizenship behavior (OCB) is becoming increasingly critical. Members of generation Z, born between 1997

and 2012, are noted for their demand for change, reliance on technology, and search for purpose in their employment (Zahra et al., 2023). They are starting to take over the workplace, which drastically affects their culture. Generation Z is more likely to collaborate, offer support, and trade expertise using online platforms; for example, they display OCB in a new way than previous generations. Born between 1995 and 2010, members of generation Z are renowned for their heavy reliance on technology, need for change, and quest for meaning in their employment (Benítez-Márquez et al., 2022). They are beginning to dominate the workplace and drastically alter the corporate culture. They exhibit OCB in different ways than earlier generations do. For instance, generation Z is more inclined to work together, offer assistance, and exchange expertise through online platforms. They are also more willing to offer creative suggestions and constructive criticism to improve the effectiveness of business operations. For generation Z, OCB is crucial since it can boost output and organizational productivity, because generation Z is accustomed to technology and multitasking, they can expedite work processes and enhance output quality (Cilliers, 2017). Additionally, OCB can create a more favorable work atmosphere because Generation Z emphasizes inclusivity and teamwork and strengthens team cohesion (Fajar, 2024).

If businesses dare to challenge norms and think creatively, OCB in generation Z can help them become more adaptable and creative (Lee & Jun, 2023). Companies must maintain competitiveness in the digital era. Furthermore, OCB can assist in keeping generation Z workers, who are more likely to love their jobs and contribute significantly (Pandita & Kumar, 2022). However, businesses must establish an atmosphere that supports and values their activities if they hope to fully utilize OCB in generation Z (Abbasi et al., 2024). OCB is a platform for sharing ideas and acknowledging work outside of formal duties. Businesses in Indonesia can enhance OCB and overall organizational performance by comprehending and using the traits of generation Z.

According to this OCB study, current employee performance typically affects the firm's success (Firdaus et al., 2022). Many aspects of organizational support motivate OCB. According to a study by Alshaabani et al. (2021), OCB and a feeling of managerial support are positively and significantly correlated. When employees feel supported, they will behave well. In other words, employees and businesses need to fulfil their commitments to one another and create successful, long-lasting partnerships. OCB happens when people experience psychological capital (PsyCap) and organizational support (Hosseini et al., 2020). These individuals are successful and tenacious in their abilities and tendencies to achieve, and they have a positive outlook on their careers and future (Aprianti et al., 2023). Positive emotions are tightly linked to PsyCap, and prosocial acts tend to increase OCB. As they feel more invested in their work, PsyCap motivates individuals to go above and beyond the call of duty. A key element of OCB is helpful behavior, which is fueled by improved interpersonal relationships, which are also impacted by PsyCap (Ting et al., 2024). Consequently, PsyCap fosters an atmosphere both inside and outside the company that supports and facilitates OCB. It benefits individuals, coworkers, and the overall business. Job satisfaction and OCB also had an impact.

OCB is driven by job satisfaction, which benefits people and enterprises (Sridadi et al., 2023). Happy employees can take on more work, resolve business issues, or assist their colleagues since they are happier and have more positive energy (Kayaalp et al., 2021). Furthermore, higher organizational commitment is frequently linked to job happiness. Highly satisfied employees are more likely to share the company's ideals and objectives, which motivates them to work more to support the organization's success (Özlük & Baykal, 2020). According to Dubey et al. (2023), job satisfaction can also lead to a more friendly and collaborative work atmosphere and better interactions at work, which will promote helpful behavior and other OCBs.

Previous research has shown a high impact of organizational support and OCB at work (Alshaabani et al., 2021). Kirrane et al. (2017) and Imran and Iqbal (2021) showed a greater association between PsyCap and organizational support. The way organizational assistance satisfies employee demands demonstrates the relationship between job satisfaction and organizational support (Yousuf et al., 2022). PsyCap and other positive attitudes positively affect OCB (Chen et al., 2021). Moreover, highly satisfied workers typically exhibit OCB (Dubey et al., 2022; Meria et al., 2024). Few studies have combined organizational support, PsyCap, job satisfaction, and OCB into a unified research model tailored to generation Z, despite previous studies examining these relationships independently. Thus, further studies are required to determine the combined effects of job satisfaction, PsyCap, and organizational support on OCB.

In a dynamic and rapidly evolving organization, OCB can promote creativity and a collaborative work atmosphere (Yaakobi & Weisberg, 2020). However, there is still much to learn about the elements that support or undermine OCB in Jakarta's modern enterprises, especially given obstacles such as scarce resources, high-performance expectations, and informal work cultures. Organizations in Jakarta, in particular, benefit from having high OCB personnel because they can better deal with the city's particular problems, such as traffic jams, fast-paced business changes, and the necessity of adaptable problem solving in Indonesia's dynamic economy. This study examined the effects of job satisfaction, PsyCap, and organizational support on OCB among generation Z employees. This study offers recommendations and insights for applying the OCB behavior development model, emphasizing the real-world implementation of research findings in businesses. It is hoped that this study will advance the understanding of OCB generation Z in contemporary organizations and offer helpful suggestions for businesses seeking to maximize the potential of OCB generation Z workers and gain a long-term competitive edge.

2. Literature Review and Hypothesis Development

2.1. Literature Review

2.1.1. Organizational Citizenship Behavior

OCB originated from the concept of extra-role behavior, which involves performing work beyond formal job duties that enhances organizational effectiveness and sustainability (Katz, 1966) and was later developed by Bateman and Organ (1983), who introduced the term OCB. OCB refers to individual behavior that involves additional tasks exceeding primary duties and responsibilities, and is characterized as extra-role behavior that benefits organizations and leads to positive expectations (Urbini et al., 2020). OCB is a voluntary employee behavior that goes beyond formal job requirements but benefits the organization, such as helping colleagues, volunteering for extra tasks, or showing loyalty to the organization (Yuwono et al., 2023). According to Williams and Anderson (1991), the OCB construct has two dimensions, organizational citizenship behavior toward organization (OCBO) and organizational citizenship behavior toward individual (OCBI). Individual acts that benefit oneself or others without directly benefiting the company are referred to as OCBI. Examples of these behaviors include aiding a new hire or another employee in a more challenging assignment. Individual acts that support or benefit the company, such as alerting the employer of an absence, being on time, and abiding by unspoken rules, are known as OCBO. OCBO is characterized by conscientiousness, civic virtue, and sportsmanship, whereas OCBI is characterized by courtesy, altruism, peacekeeping, and cheerleading (Organ, 2014).

2.1.2. Organizational Support

Organizational support occurs when workers believe that their employer appreciates their job and cares about their well-being (Eisenberger et al., 1986).

Organizational support is the availability and accessibility of organizational resources, guidance, and encouragement that enables employees to perform effectively while feeling valued and supported (Rhoades & Eisenberger, 2002). Organizational support represents the degree to which an organization demonstrates care for its employees' welfare and recognizes the value of their work contributions (Muse & Stamper, 2007). Perceived organizational support is the notion that the firm appreciates its job and cares about its well-being (Rockstuhl et al., 2020). In conclusion, employees' views on organizational support are impacted by their thoughts that the firm recognizes their efforts. Therefore, organizational support is one of the most significant principles for enhancing employee happiness and commitment. Organizational support is the aid or collaboration required to function efficiently (Hakkak & Ghodsi, 2013; Imran et al., 2020).

2.1.3. Psychological Capital

Luthans et al. (2006) define PsyCap as a state of positive psychological development in which an individual is persistent in reaching goals and may modify them to achieve success (hope), has self-efficacy to take on and exert effort to succeed in carrying out difficult tasks (self-efficacy), and has optimistic views about present and future success (optimism). According to Hmieleski and Carr (2007), PsyCap is the foundation of traits, including self-efficacy, optimism, hope, and resilience. According to Pryce-Jones (2011), PsyCap consists of the mental resources people accumulate during good times and draw upon during bad ones. The psychological capacity known as PsyCap is something that may be managed and cultivated to improve an individual's performance and well-being (Giancaspro et al., 2022; Meria et al., 2023).

2.1.4. Job Satisfaction

Faldesiani (2021) asserts that job satisfaction is a multifaceted and intricate term that is impacted by numerous factors impact. This variation results from the values that each person accepts and puts into practice. When activities meet expectations, they are more satisfied. Employees who are happy in their jobs are more motivated to perform harder (Raziq & Maulabakhsh, 2015). While unhappiness can lead to worse performance, higher turnover, and an unpleasant work environment, high job satisfaction can boost productivity, work quality, and employee retention (Wijaya & Edwina, 2021). Job satisfaction measures or reflects employees' feelings about their work (Nurdiansyah, 2016), because it indirectly impacts the business's operation, job happiness is one of the factors that also affects work success (Tj, 2019). When the incentives for labour are commensurate with the expectations of the task, job satisfaction occurs. Job satisfaction is also correlated with psychological agreement, motivating factors, and fairness theory. Tanjung (2020) asserts that an individual's degree of job satisfaction is determined by their relationship with their employment. Job happiness is highly subjective, differs from person to person, and is influenced by personal values. When activities meet expectations, people are happier and more upbeat about their occupations. Job satisfaction, which is crucial for organizational performance, is directly tied to fairness, agreement, and motivation. This demonstrates the intimacy that people have with their jobs.

2.2. Research Hypothesis

2.2.1. Positive Effect of Organizational Support on Organizational Citizenship Behavior

Employees feel obligated to return favors when they experience high levels of organizational support, which can be achieved through fair treatment,

acknowledgement, opportunities for professional growth, and sufficient resources. OCB becomes a form of reciprocation in which employees willingly go above and beyond the call of duty to assist coworkers, defend the company's reputation and work overtime, and provide helpful suggestions. Research indicates that OCB and felt organizational support at work are strongly correlated (Alshaabani et al., 2021). Employees who feel supported by their employers are more likely to respond positively, which is why social exchange theory explains OCB. This results in incentives for favorable OCB conduct (Shams et al., 2020; Kamoga et al., 2022). Employees who feel supported are more inclined to act in ways that benefit their colleagues and the company (Andrade & Neves, 2022; Kao et al., 2023). Employees are more likely to have a favorable opinion of their position and company when they feel encouraged. Thus, in addition to directly increasing OCB, organizational support that promotes proactive behavior and voluntary contributions also fosters a healthier and more productive workplace where staff members are inspired to give their all for the business (Aboramadan & Karatepe, 2021; Firmansyah et al., 2022; Al-Mahdy & Emam, 2023; Singh et al., 2024). **H₁: Organizational Support Has a Positive Effect on Organizational Citizenship Behavior.**

2.2.2. Positive Effect of Organizational Support on Psychological Capital

Organizations foster employees' psychological resources by providing equitable policies, developmental opportunities, sufficient resources, and supportive supervision. The four PsyCap components directly benefit from this organizational investment. The level of support employees receive influences the PsyCap they perceive from their employers (Bhatnagar & Aggarwal, 2020). Employees' PsyCap can be enhanced in companies that receive support from top-level management (Clarence et al., 2021). Employees are more likely to exhibit the public speaking, negotiating, and problem-solving abilities that are prerequisites for PsyCap if they believe that their company supports them. Kirrane et al. (2017) and Imran and Iqbal (2021). Organizational support for well-being, recognition, and appreciation of employee contributions positively impacts the four pillars of PsyCap (Sihag, 2021; Tian et al., 2023). Organizational support also helps create psychological security that allows individuals to dare to try new ideas and take measurable risks (Wu & Nguyen, 2019; Tang et al., 2023), which in turn helps build their self-efficacy and resilience (Samroodh et al., 2022; Patnaik et al., 2023; Ren et al., 2024). Finally, organizational support can improve PsyCap (Yang et al., 2020; Ho & Chan, 2022; Sarwar et al., 2023). **H₂: Organizational Support Has a Positive Effect on Psychological Capital.**

2.2.3. Positive Effect of Organizational Support on Job Satisfaction

If employees have a positive impression of their workplace, function, and company, this leads to increased job satisfaction. Employees feel higher levels of job satisfaction when they see that their employer genuinely cares about their success and well-being, which directly results from organizational support. Offering suitable workspace, competitive pay, chances for professional advancement, fair treatment, and acknowledgment for accomplishments are all examples of organizational support that raise job satisfaction (Imtiaz, 2018). Employees are more likely to be content with their employment when they perceive that the company values and supports them (Thevanes & Saranraj, 2018; Maan et al., 2020; Ganji et al., 2021; Rubaca & Khan, 2021). Their needs and expectations are met, and they feel comfortable, safe, and motivated in the workplace (Sudibjo & Manihuruk, 2022). The relationship between organizational support and job satisfaction is evident in how support meets the needs of employees (Yousuf et al., 2022). Organizations that demonstrate a commitment to supporting employees, for example, by

providing a welfare program or flexibility in working hours, make employees feel that their needs are being taken care of (López-Ibort et al., 2021). Additionally, it might increase employee happiness since they believe the company is investing in their welfare (Takatsuka & Yimcharoen, 2021; Mascarenhas et al., 2022). **H₃: Organizational Support Has a Positive Effect on Job Satisfaction.**

2.2.4. Positive Effect of Psychological Capital on Organizational Citizenship Behavior

PsyCap serves as an intrinsic psychological impetus that motivates employees to willingly enhance their contributions to the firm since they possess the requisite mental resources, self-assurance, and optimistic perspectives essential for engaging in citizenship behaviors that promote collective welfare. OCB is positively influenced by PsyCap and other positive attitudes (Chen et al., 2021). Thus, PsyCap can motivate an individual to exhibit OCB behavior more effectively, as expressed by Qian and Zhang. Under favorable conditions, PsyCap can improve the organization's civic behavior (Gustari & Widodo, 2021). PsyCap is associated with positive psychology, which teaches individuals to value their abilities, positively impacting OCB (Hosseini et al., 2020). Hope and optimism, a part of PsyCap, also play an essential role in encouraging OCB. Employees with high expectations tend to believe their efforts will yield positive results for themselves and the organization (Wu & Nguyen, 2019; Chamisa et al., 2020; Su & Hahn, 2023). PsyCap lays the groundwork for staff members to act proactively and foster a more cooperative workplace (Giancaspro et al., 2022; Ting et al., 2024). **H₄: Psychological Capital Has a Positive Effect on Organizational Citizenship Behavior.**

2.2.5. Positive Effect of Job satisfaction and Organizational Citizenship Behavior

People are naturally motivated to help the system that gives them fulfilment succeed when they find fulfilment and significance in their employment because they feel engaged in preserving and improving the pleasant work environment. Employees who are satisfied with their jobs are emotionally supported and motivated to go above and beyond the call of duty. Employees with high job satisfaction tend to show better OCB (Nurjanah et al., 2020). When satisfied with their job, they are more motivated to contribute beyond formal job descriptions. Job satisfaction motivates them to volunteer to help colleagues, offer constructive advice, participate in organizational activities, and take initiatives to improve work processes (Massoud & Jameel, 2020; Soelton et al., 2020). It is done as a form of reciprocity for their work satisfaction (Kaur & Kang, 2021). Employees who feel satisfied with their jobs tend to develop a sense of obligation to repay the organization through behaviors that impact increasing the organization's productivity, even for work outside of their job desc (Meria et al., 2024). The positive feeling of job satisfaction creates a desire to contribute more, help colleagues, and support organizational goals without expecting immediate rewards (Dubey et al., 2022). **H₅: Job Satisfaction Has a Positive Effect on Organizational Citizenship Behavior.**

2.2.6. The Effect of Organizational Support on Organizational Citizenship Behavior through Psychological Capital

In the workplace, positive psychology evolves into PsyCap, which comprises four essential components: optimism, resilience, effectiveness, and hope. According to Zeng et al. (2023), this multifaceted construct is a potent psychological tool that may encourage employees to have positive attitudes and engage in constructive activities like OCB. The broaden-and-build hypothesis of happy emotions, which contends that pleasant psychological states extend people's thought-action repertoires and create long-lasting personal resources that improve performance and well-being outcomes, provides

theoretical underpinnings for this link. Employee psychological resources are a critical mechanism through which organizational investments translate into discretionary behaviors, as previous research has consistently found that PsyCap partially mediates the relationship between organizational support and OCB in the workplace (Sihag, 2021; Aprianti et al., 2023). **H₆: Psychological Capital Mediated the Effect of Organizational Support and Organizational Citizenship Behavior**

2.2.7. The Effect of Organizational Support on Organizational Citizenship Behavior through Job Satisfaction

According to the social exchange theory, employees who receive favorable treatment from their company return the favor by putting in more effort and acting to increase organizational success. This finding explains the mediating function of job satisfaction. According to this mediation route, workers who feel that their company is supportive report better levels of job satisfaction, encouraging them to participate in civic duties beyond the call of duty. Furthermore, organizational support indirectly and positively affects OCB, mediated by workers' greater job satisfaction (Andriyanti & Supartha, 2021). Previous research has supported this claim by showing that, across various organizational contexts and cultural settings, more organizational support is consistently linked to better job satisfaction and OCB (Novira & Martono, 2015). **H₇: Job Satisfaction Mediated the Effect of Organizational Support on Organizational Citizenship Behavior**

2.3. Research Model

The research framework was constructed based on the previous hypothesis development, as shown in Figure 1. This model analyzes the direct influence of organizational support, PsyCap, and job satisfaction on OCB. Furthermore, this study analyzes the indirect influence of psychological capital and job satisfaction as mediating variables.

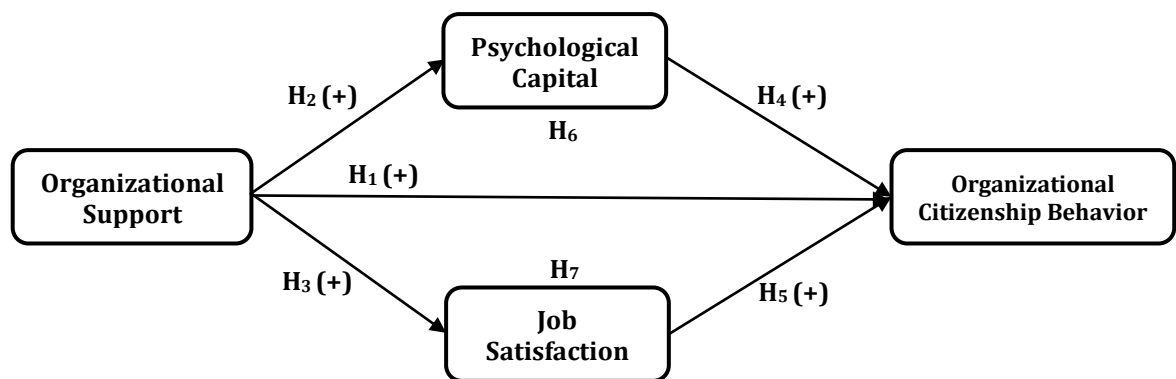


Figure 1. Research Framework

3. Research Methods

3.1. Population and Sampling Method

This study employs a quantitative approach with an explanatory research design to test and analyze the causal relationships between the research variables. The population of this study consisted of generation Z employees (born between 1997 and 2012) in Jakarta, Indonesia. Respondents were selected using a purposive sampling technique, including requirements such as a six-month minimum work duration, contract or permanent employment status, and experience in a range of staff roles at various levels. A minimum of

ten times the number of the most indicators in the construct under study is required for structural equation model (SEM) partial least square (PLS) (Hair et al., 2019). Based on the research model with the most indicators, PsyCap, the minimum sample size was 12×10 or 120 respondents. However, this study collected data from 276 respondents to improve the data stability and quality.

In conducting this research, all ethical guidelines were strictly adhered to, ensuring the highest academic integrity and transparency at every stage. The goals, methods, and possible ramifications of the study were fully explained to each participant, and the permission procedure was handled carefully. The participants' anonymity and information confidentiality were the most significant factors. Owing to the unique coding scheme, participants' responses were not directly associated with their identities. The study conformed to institutional ethical standards and all applicable requirements. Each participant was assured that they might leave the study at any moment without facing any repercussions, fostering an atmosphere of mutual respect and trust. These meticulous ethical procedures show high professionalism and strong dedication to ethical rigor in scientific studies. They contend that the integrity of the method that yields the results is just as important to the quality of the research as the findings themselves.

3.2. Data Collecting Method

Taylor (2013) adopted the measurement for organizational citizenship behavior and included seven items. Psychological capital was adopted from Luthans et al. (2007) and consisted of twelve items. Job satisfaction was adopted by Yoopetch et al. (2021) and consisted of five items. Eight items of the organizational support indicator were adopted from Eisenberger et al. (2002) and Imran et al. (2020). The total number of questionnaire indicators used was 32. The first part of the analysis contained respondents' demographic data, including age, gender, education level, service length, and industry type. The second contained statements using a 5-point Likert scale to measure the variables. Thirty respondents were first given the questionnaire survey to be used as a measuring instrument to confirm the validity and reliability of the survey's items and verify that respondents understood the measurement items well, so that the answers provided later would be accurate and complete. The trial results showed that all the measurement items were valid and reliable.

3.3. Data Analysis Method

SEM-PLS uses two models for the data analysis. The inner model illustrates the linkages between the latent variables, whereas the outer model links the observed data to the latent variables. The outer model consisted of two parts: validity and dependability. Convergent and discriminant validity testing are the two types of PLS. The Fornell-Larcker criterion test provides the foundation for convergent and discriminant validity, loading coefficients and average variance extracted (AVE) should be 0.7 and 0.5, respectively. According to Henseler et al. (2015), the heterotrait-monotrait (HTMT) ratio should be less than 0.9. Meanwhile, the reliability test is conducted by verifying that Cronbach's alpha value is greater than 0.7 and that the composite reliability is at least 0.7 in the confirmatory study (Hair et al., 2019).

The inner model tests whether the indicators that form the variables have significant relationships. Assessment of the structural model (inner model) to determine whether the data are appropriate for the model and test the hypotheses. R-Square indicates the proportion of the dependent variable's variance that can be accounted for by the independent variables. Q-Square evaluates predictive relevance by measuring how well the model produces observation values and estimates its parameters (Sarstedt et al., 2020). If

the Q-Square ≥ 0 , this suggests that the model has predictive relevance. Conversely, if Q-Square ≤ 0 , the model lacks predictive relevance, and the closer it is to 1, the better the model. The model is considered fit if the standardized root means square residual (SRMR) < 0.1 and normed fit index (NFI) > 0.9 , as determined by hypothesis testing that compares the t-statistic value with the t-table and p-value. Significance is determined by a t-value of 1.65 (one-sided) and $p < 0.05$ at a 95% confidence level (Hair et al., 2014).

4. Results and Discussion

4.1. Characteristics of Respondents

A total of 276 respondents satisfied the study requirements and provided the final questionnaire distribution findings. Gender, age, education, job experience, and occupation were used to classify the participants' profiles. Table 1 shows respondents' profiles.

Table 1. Characteristic of Respondents

	Characteristic	Frequency	Percentage
Gender	Male	151	55%
	Female	125	45%
Age	18-21 years old	46	17%
	22-24 years old	169	61%
	25-27 years old	61	22%
Education	High School/equivalent	40	14%
	Diploma	68	25%
	Bachelor	161	58%
	Master	7	3%
Working Period	6 months - 1 year	40	14%
	1 - 3 years	133	48%
	3 - 5 years	88	32%
	> 5 years	15	5%
Field of Work	Food and Beverage	37	13%
	Creative Industries	22	8%
	Services/Services	31	11%
	Health	43	16%
	Information Technology	47	17%
	Manufactory	19	7%
	Government	6	2%
	Education	23	8%
	Other	48	17%

4.2. Validity Test Result

The convergent validity test was performed by measuring the values of the outer loading (≥ 0.7) and AVE (≥ 0.5). The outer loading of organizational support (OS) fell between 0.717 and 0.876, that of job satisfaction (JS) fell between 0.753 and 0.861, that of PsyCap (PC) fell between 0.720 and 0.835, and that of organizational citizenship behavior (OCB) fell between 0.718 and 0.855.

Table 2. Validity Test Result

Variable	Indicators	Outer Loading	AVE
Organizational Citizenship Behavior	OCB1	0.855	0.633
	OCB2	0.818	
	OCB4	0.808	
	OCB5	0.718	
	OCB6	0.745	
	OCB7	0.778	

Variable	Indicators	Outer Loading	AVE
Psychological Capital	PC1	0.720	0.656
	PC2	0.800	
	PC3	0.810	
	PC4	0.801	
	PC5	0.793	
	PC6	0.815	
	PC7	0.818	
	PC8	0.815	
	PC9	0.775	
	PC10	0.835	
	PC11	0.770	
	PC12	0.797	
Job Satisfaction	JS1	0.756	0.634
	JS2	0.861	
	JS3	0.831	
	JS4	0.843	
	JS5	0.753	
Organizational Support	OS1	0.745	0.621
	OS2	0.806	
	OS3	0.876	
	OS4	0.828	
	OS5	0.857	
	OS6	0.717	
	OS7	0.794	
	OS8	0.725	

Based on the results in Table 2 and Figure 2, most indicators have an outer loading of more than 0.7, except for OCB3, which has an outer loading below 0.7 and is excluded from the following process. In addition, the AVE value of all variables was above 0.5. Thus, it can be concluded that the model meets the convergent validity criteria.

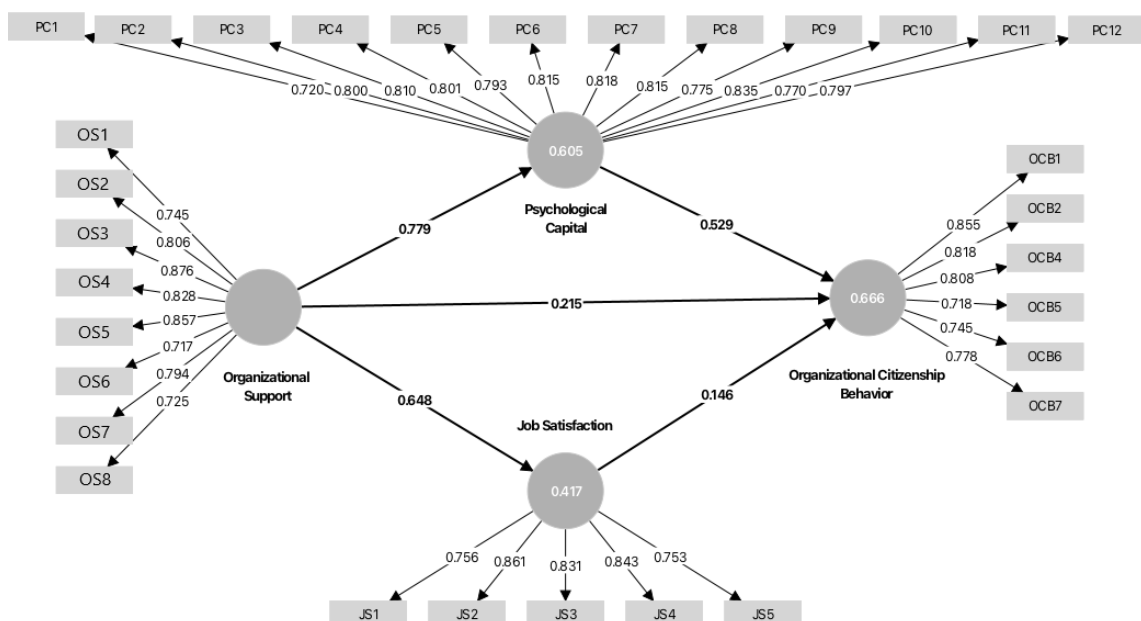


Figure 2. Outer Loading Model

The Fornell-Larcker criterion and HTMT values were used to quantify the discriminant validity test. The Fornell-Larcker criterion value shows that each variable correlates more with itself than with other variables. Each variable's HTMT value was < 0.9. Consequently, it can be said that every variable under investigation satisfies the discriminant validity requirement (Tables 3 and 4).

Table 2. Fornell-Larcker Criterion

	Organizational Support	Job Satisfaction	Psychological Capital	Organizational Citizenship Behavior
Organizational Support	0.796			
Job Satisfaction	0.648	0.810		
Psychological Capital	0.779	0.676	0.796	
Organizational Citizenship Behavior	0.722	0.643	0.795	0.788

Table 3. Heterotrait-Monotrait Ratio (HTMT)

	Organizational Support	Job Satisfaction	Psychological Capital	Organizational Citizenship Behavior
Organizational Support				
Job Satisfaction	0.723			
Psychological Capital	0.831	0.745		
Organizational Citizenship Behavior	0.790	0.731	0.861	

4.3. Reliability Test Result

Construct reliability by reviewing Cronbach's alpha and composite reliability values. The test results showed that Cronbach's alpha and composite reliability values were above 0.7. Therefore, it can be concluded that this construct is reliable. The reliability results are presented in Table 5.

Table 5. Reliability Test Result

Variable	Cronbach's Alpha	Composite Reliability
Organizational Support	0.916	0.932
Job Satisfaction	0.868	0.905
Psychological Capital	0.947	0.954
Organizational Citizenship Behavior	0.878	0.908

4.4. Inner Model Analysis

The inner model was evaluated to determine whether the data fit the model and test the hypotheses. When evaluating the coefficient of determination, a number greater than 0.67 indicates a strong inner model, a value between 0.33 and 0.67 indicates a moderate one, and a value less than 0.33 indicates a weak one (Chin, 1998). Table 6 shows that the model's coefficient of determination indicates a moderate level (ranging from 0.33 to 0.67).

Table 6. Coefficient Determination

Variable	R-Square Adjusted
Job Satisfaction	0.417
Psychological Capital	0.605
Organizational Citizenship Behavior	0.666

The Q-Square is used to gauge predictive significance by evaluating how effectively the model generates the observed value and forecasts its parameters. The values for Q-Square ranged from 0 to 1. The value nearer 1 indicates that the model is superior (Hair et al., 2014). Based on the test results, the study model was found to have strong predictive relevance (Table 7).

Table 7. Predictive Relevance

Variable	Q ² (=1-SSE/SSO)
Job Satisfaction	0.261
Psychological Capital	0.342
Organizational Citizenship Behavior	0.395

The model's compliance with the study's data was tested using model fit. This test was carried out to ensure that the developed model adequately described the relationships between the variables. SRMR is used to test model fit; a model is considered fit if its SRMR is less than 0.1, and the closer the NFI is to 1, the better the fit (Hair et al., 2014). Table 8 displays the model fit outcomes.

Table 8. Model Fit

Parameter	Estimated Model
Standardized Root Means Square Residual	0.076
NFI	0.762

4.5. Hypothesis Test Result

Hypothesis testing is the most important step in structural model analysis. Comparing the t-statistic value with the t-table and p-value is a step-in hypothesis testing. A p-value < 0.05 at a 95% confidence level and a t-statistic of 1.65 for a one-tailed test serve as significance indicators (Hair et al., 2014). The t-statistic for every hypothesis path was over 1.65, and the p-value for every hypothesis path was less than 0.05, as shown in Table 9. Consequently, it can be said that every hypothesis put forth in this research is accepted. Table 9 shows that the T-value for each hypothetical path was above 1.65, and the P-value for all hypothetical paths was below 0.05. Thus, it can be concluded that all the hypotheses proposed in this study are accepted.

Table 9. Hypothesis Test Result

Hypothesis	Original Sample	T Statistics	P Value
Organizational Support → Organizational Citizenship Behavior	0.215	3.978	0.000
Organizational Support → Psychological Capital	0.779	13.646	0.000
Organizational Support → Job Satisfaction	0.648	9.804	0.000
Psychological Capital → Organizational Citizenship Behavior	0.529	9.845	0.000
Job Satisfaction → Organizational Citizenship Behavior	0.146	2.532	0.006

Hypothesis	Original Sample	T Statistics	P Value
Organizational Support → Psychological Capital → Organizational Citizenship Behavior	0.412	7.306	0.000
Organizational Support → Job Satisfaction → Organizational Citizenship Behavior	0.095	2.308	0.011

4.6. Discussion

4.6.1. The Effect of Organizational Support on Organizational Citizenship Behavior

The study found that organizational support positively affects the OCB of generation Z employees. Good organizational support reinforces and encourages OCB among generation Z employees. This perception can create meaningful reciprocal relationships or social exchanges. Organizations that demonstrate a greater concern for employee well-being, career development, and work-life balance are more likely to elicit voluntary behavior beyond their formal job descriptions from employees (Aboramadan & Karatepe, 2021; Firmansyah et al., 2022; Al-Mahdy & Emam, 2023; Singh et al., 2024). In Jakarta's dynamic and competitive work environment, generation Z, who feels supported, is more likely to help colleagues, take on additional project initiatives, or participate in voluntary organizational activities. Generation Z employees, who grew up in this digital age and experienced economic disruption, highly valued organizations that offered space for innovation and creativity.

Communication transparency and the opportunity to participate in strategic decision-making can also strengthen the relationship between organizational support and OCB, allowing generation Z to feel an integral part of the organization's vision. Constant exposure to global development through social media also influences how generation Z evaluates organizational support and translates it into OCB. Generation Z tends to compare local organizational practices with international standards when companies can match or exceed those expectations, which will affect the increase in OCB in the workplace. Customized mentoring programs, state-of-the-art technology training, and collaborative work environments motivated generation Z to exhibit OCB behavior. Corporate social responsibility programs, sustainability initiatives, and inclusive policies are parameters that influence generation Z's decision to display OCB. The results of this study further support the existing literature, which states that organizational support is a key factor in increasing OCB in the workplace (Alshaabani et al., 2021; Kamoga et al., 2022).

4.2.2. The Effect of Organizational Support on Psychological Capital

This study also shows that organizational support positively impacts generation Z employees' PsyCap. Recognition, chances for growth, and a positive work atmosphere are examples of organizational support for employees that can lay the groundwork for the cultivation of PsyCap aspects. The characteristics of generation Z, who grew up in the digital age and amid economic uncertainty, revealed a significant positive response when they perceived sincere support from the organization. This positive experience builds a reinforcement cycle in which employees begin to develop confidence in their ability to face challenges, view difficulties as temporary, and maintain optimism about achieving their goals in the future (Ho & Chan, 2020; Ho & Chan, 2022). The context of social life in Jakarta, characterized by competitive pressures and a high cost of living, makes organizational support a crucial factor in shaping generation Z's psychological resilience. A work environment that supports innovation and tolerates failure as part of the learning process enables generation Z to develop positive expectations and take the initiative in challenging projects. Organizational policies that recognize the importance of work-life

balance also play a crucial role in maintaining the psychological energy necessary to sustain optimism and resilience in the face of work pressures in large cities.

An organization's investment in digital infrastructure provides generation Z with a means to express their competencies and build professional confidence. Organizations that entrust generation Z with digital transformation projects and provide autonomy in their implementation, strengthen their self-confidence. Likewise, a work environment that supports continuous learning and experimentation with technology creates a gradual success experience that reinforces generation Z's positive expectations and optimism regarding their ability to overcome future challenges, thereby building solid and sustainable PsyCap. The results of this study support the previous research, which stated that the better the perception of employees towards organizational support, the more optimism, resilience, expectations, and confidence of employees will increase, which is a reflection of better PsyCap (Kirrane et al., 2017; Bhatnagar & Aggarwal, 2020; Clarence et al., 2021).

4.2.3. The Effect of Organizational Support on Job Satisfaction

Another study found that organizational support positively affects the job satisfaction of generation Z employees. Good organizational support plays a significant role in shaping and promoting employee job satisfaction. Employees seek financial compensation and want recognition, opportunities for growth, and meaningful involvement within the organization (Mascarenhas et al., 2021; Mascarenhas et al., 2022). When organizations demonstrate commitment through policies that priorities well-being, transparent career development, and an inclusive work environment, it creates a positive perception that directly correlates with job satisfaction. Procedural fairness enhances employee satisfaction with their work, supervisor support increases satisfaction with supervision, and organizational rewards enhance employee satisfaction with compensation.

As a digital native generation, generation Z expects organizations to adopt the latest technology and offer adaptable work models. Organizations that invest in digital infrastructure encourage technology-based innovation and provide flexibility such as remote work or customized work schedules, significantly increasing generation Z's job satisfaction. The way they work creates a better work-life balance. Organizational support, which includes procedural fairness and respect for the digital values and work styles they uphold, is crucial for holistically improving generation Z's job satisfaction. These results reinforce previous research on different types of employee age generations, which suggests an agreement that organizational support can be a key factor in achieving high job satisfaction among employees (Imtiaz, 2018; Maan et al., 2020; Likardo & Praningrum, 2025).

4.2.4. The Effect of Psychological Capital on Organizational Citizenship Behavior

This investigation also shows that PsyCap improves the OCB of generation Z workers. The more OCB is encouraged in employees, the better is PsyCap. High levels of self-confidence in one's skills encourage generation Z workers to go above and beyond the call of duty to support coworkers or to advance corporate objectives. Positive expectations for the future encourage them to view challenges as growth opportunities rather than obstacles, making them more willing to engage in discretionary behaviors that benefit the organization. In a dynamic and competitive work environment, psychological resilience enables generation Z to recover from failure and remain committed to going an extra mile, even when facing obstacles. Optimism frames their

perception of the work environment positively, facilitating forming social connections that are the cornerstone of OCB (Maharani et al., 2025).

Generation Z, with a higher PsyCap, can more effectively manage stress and maintain a focus on making positive contributions. The ability to visualize alternative paths to goals (hope) allows them to identify opportunities to demonstrate helpful behaviors and initiatives, even in challenging situations. In a metropolitan city such as Jakarta, where the boundaries between professional and personal life are increasingly blurred, resilience developed through PsyCap allows generation Z to overcome burnout and remain engaged in prosocial behavior at work. High professional self-confidence also encourages them to be pioneers in sharing digital knowledge and skills with colleagues, a dimension of OCB relevant in the digital transformation era. As a generation that seeks meaning and impact in their work, generation Z, with high levels of expectation and optimism, is more likely to view OCB as an expression of personal values and a commitment to a greater purpose, rather than just an obligation. Self-efficacy gives them confidence to advocate for positive organizational change, including sustainability initiatives and social responsibility, which are crucial for the environmentally conscious members of generation Z. Resilience enables them to overcome bureaucratic barriers and resistance to change, sustaining their advocacy efforts despite institutional challenges. PsyCap contributes to the formation of conventional OCB by helping colleagues, and is a transformational form of OCB that aims to enhance organizational sustainability. Similarly, PsyCap serves as the primary foundation for encouraging the strengthening of employee OCB in the workplace, as demonstrated by previous research (Wu & Nguyen, 2019; Chamisa et al., 2020; Hosseini et al., 2020; Chen et al., 2021; Giancaspro et al., 2022; Su & Hahn, 2023; Ting et al., 2024).

4.2.5. The Effect of Job Satisfaction on Organizational Citizenship Behavior

This study also reveals that job satisfaction positively affects the OCB of generation Z employees. Job satisfaction triggers OCB behavior among generation Z employees through social exchange mechanisms and emotional balance. Employees who feel fulfilled in terms of professional and personal expectations at work are more likely to reciprocate with voluntary contributions beyond their job descriptions (Kaur & Kang, 2021). Generation Z employees who are satisfied with the intrinsic aspects of their work, such as meaning, challenges, and recognition, are more likely to help colleagues or serve as informal ambassadors for their organizations. The positive feelings that arise from job satisfaction create an emotional atmosphere conducive to the emergence of prosocial behavior, broaden employees' social perspectives, and increase their willingness to allocate time and energy to activities that strengthen the organization's community (Dubey et al., 2023). Satisfaction with a transparent compensation system and career development also encourages generation Z to engage in continuous learning activities and knowledge sharing, a form of OCB that is invaluable in the digital transformation era and a knowledge-based economy.

Employees who are satisfied with their relationships with their superiors and coworkers develop a stronger sense of emotional attachment to the organization, encouraging them to engage in civic behaviors that strengthen social relationships. High job satisfaction also increases identification with the organization's values and goals, encouraging generation Z to proactively propose constructive changes and protect its reputation in external interactions. Satisfaction with the meaning of work also encourages innovative behavior as a form of OCB, where generation Z actively proposes new solutions to organizational problems and promotes the adoption of more efficient and sustainable practices. This causal relationship between job satisfaction and OCB

confirms previous literature, demonstrating that high job satisfaction triggers employees to exhibit voluntary behavior known as OCB (Massoud & Jameel, 2020; Nurjanah et al., 2020).

4.2.6. The Mediation Role of Psychological Capital on the Effect of Organizational Support on Organizational Citizenship Behavior

The results indicate that PsyCap mediates the influence of organizational support on OCB among generation Z employees. PsyCap is a transformative mechanism that transforms organizational support into OCB in generation Z employees (Zeng et al., 2023). Consistent organizational support builds employees' confidence in their ability to cope with work challenges, reinforces positive expectations about goal achievement, increases resilience in the face of obstacles, and fosters optimism regarding their professional future. This PsyCap, which is built up, then encourages employees to engage in OCB as a form of positive reciprocity (Aprianti et al., 2023). In the context of competitive and achievement-oriented organizations, supporting those who successfully increase PsyCap allows generation Z to view OCB as an opportunity to express their capacity and value in the work environment.

4.2.7. The Mediation Role of Job Satisfaction on the Effect of Organizational Support and Organizational Citizenship Behavior

Job satisfaction also mediates the influence of organizational support on the OCB of generation Z employees. Job satisfaction is a psychological bridge connecting organizational support with OCB among generation Z employees. Generation Z, who receives substantial support from organizations, develops positive perceptions of their work, which gives rise to positive emotional reactions and favorable cognitive evaluations of work relationships. This fosters job satisfaction and motivates employees to contribute beyond their formal role requirements as a form of reciprocity. Organizational support that successfully increases job satisfaction creates optimal psychological conditions for the emergence of OCB, as satisfied employees tend to have greater emotional and cognitive capacity to engage in voluntary behaviors that benefit the organization (Novira & Martono, 2015).

Generation Z's consumption patterns and lifestyles in Jakarta also influence how job satisfaction mediates the relationship between organizational support and OCB. Amid Jakarta's increasingly digitally connected and image-oriented urban culture, organizational support that strengthens professional identity and pride in the workplace fosters satisfaction with social status and roles, which drives the organization's promotional behavior on digital platforms and professional networks. These results reinforce previous research linking the mediating role of PsyCap and job satisfaction in creating an OCB climate in organizations (Andriyanti & Supartha, 2021).

5. Conclusion

Based on previous discussions, it can be concluded that organizational support, PsyCap, and job satisfaction positively influence OCB among generation Z employees. Organizational support acts as an antecedent factor that creates conditions that allow OCB to develop directly, or through increased PsyCap and job satisfaction. Organizations that provide recognition, career development, work flexibility, and an inclusive environment create a foundation for positive OCB. On the other hand, PsyCap functions as an internal mechanism that translates organizational support into OCB. Self-confidence, hope, resilience, and optimism fostered by organizational support enable generation Z to take the initiative, assist colleagues, and

contribute beyond minimal expectations. Job satisfaction is also a key mediator, whereby organizational support creates a satisfying work experience that, in turn, drives OCB.

This study has some limitations. Internal characteristics that may influence the link between variables, such as educational background, socioeconomic level, ethnicity, and job experience, have not been considered in the generalization of generation Z. These aspects should be investigated in future studies to further understand the OCB analysis. The industry's background has not been thoroughly explained. Different organizational dynamics and performance expectations exist in different business sectors such as technology, finance, manufacturing, and services. These factors affect how organizational support transforms into OCB through PsyCap or work happiness. The findings' ability to be broadly applied is restricted without cross-industry comparative studies.

The results of this study contribute specifically to management by providing managerial implications that can be practically implemented in various organizational contexts. Management should design a development program that specifically targets PsyCap. This can include resilience training to increase resilience, goal-setting workshops to reinforce positive expectations, coaching programs to build self-efficacy, and mindfulness sessions to foster optimism. Organizations must develop a comprehensive support system that covers professional, emotional, and instrumental aspects. This can be realized through an annual reward and appreciation program for employees who excel and contribute more to the organization. In addition, the development of a digital platform for real-time contribution recognition, a work flexibility policy that considers mobility challenges in Jakarta, and a transparent career path with short-term milestones to accommodate the validation needs.

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