

OCB, Job Engagement, And Organizational Commitment: A Study Of Z Generation

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Abstract:

Human resources are important assets for organizations. Therefore, various things that can influence attitudes and behavior must be well understood so that their contribution to the organization can be optimal. The purpose of this study was to determine and analyze the level of employee commitment shown by extra-role behavior (OCB) and the level of employee involvement in the organization. The data are collected using a purposive sampling technique, which was obtained from 200 workers of Z Generation category. This study used hypothesis testing and path analysis to analyze data. The results of the study have demonstrated that Organizational Citizenship Behavior (OCB) affect positively and significantly toward Job Engagement, while OCB and Job Engagement partially have positive influence but not significant toward Organizational Commitment. On the other hand, OCB through Organizational commitment has a positive but not significant effect on Job Engagement.

Keywords: Job Engagement, OCB, Organizational Commitment, Generation Z

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Introduction

In the workplace, generational differences are being the topic issues that always arise in human resource management. Every generation has dissimilar expectations, aspirations, values, and

behaviors in the work atmosphere (Putra, 2016). Bencsik, Juhász, & Horváth-Csikós (2016) classified the Z generation based on the birth of year and/or the global event. It can be perceived in the following table:

Table 1 Generational Group

| Year of Birth | Generation Name |
|---------------|-----------------------------|
| 1925 - 1946 | Veteran (Silent) Generation |
| 1946 - 1960 | Baby Boomer Generation |
| 1960 - 1980 | X Generation |
| 1980 - 1995 | Y Generation (Millennial) |

Source: (Bencsik et al., 2016)

The six-generation groups above have diverse characteristics. The difference in characteristics between generations can be carried over in the work atmosphere. One of them is their commitments to the organization where they work. Normative internalization and pressure become a commitment that can be defined as the employees' sense of belonging responsibilities to the organization (Allen & Meyer, 1990).

To enhance organizational commitment among workers is a substantial object because workers who are highly committed to their organization tend to stay longer, have better performance, and they tend to be involved in the workplace (Chughtai & Zafar, 2006). Furthermore, the workers who have highly committed demonstrate loyalty and become productive in their organization. As a result, the positive behavior of employees reflects their positive behaviors in

reaching the goals of the organizational (Hanaysha, 2016).

Organizational commitment can be strengthened by implementing three design components such as *affective commitment, continuance commitment, and normative commitment* (Allen & Meyer, 1990). Affective commitment is an emotional attraction, identification, and involvement of employees in organizations. Continuance commitment is evaluated as a consideration of the pros and cons of employees (cost awareness) if they resolve to leave the organization. Normative commitment is to see as a sense of compliance felt by employees to stay in the organization.

The fact, most of Generation Z will not work for a similar corporation for more than thirty years. Gene Z is not expected to have one work experience on their resume (Stillman & Stillman, 2018). Their propensity is to be a fear of fall behind that can be influenced by their decision to work. Gene Z has always been worried that they are not going fast enough in the right direction. However, they are more interested in situations where they serve multiple roles (Stillman & Stillman, 2018).

Moreover, a solid organizational commitment will appear if employees are willing to afford optimal performance (Organizational Citizenship Behavior - OCB). OCB is an action that taken by the will of the employees in carrying out the extra role, not affected by the formal reward system, yet still contributing to the effectiveness of organizational functions (Organ, et al., 2006). Organization Citizenship Behavior does not mean working longer hours and completing more tasks without any recompense. Konovsky & Organ (1996) measures OCB's willingness to assist other parties who have problems (Altruism), efforts made to prevent problems with other employees and avoid abuse of other people's rights (Courtesy), behavior that shows tolerance of environmental conditions less than ideal without any complaints (Sportsmanship), constructive behavior shows a willingness to participate in thinking about organizational life (Civic virtue), and engaging in-role behavior that meets levels above the minimum expected standard (generalized compliance).

The optimal performance mentioned by OCB refers to behavior that is not included as part of an employee's official duties that affect the welfare of the organization or its members (Wahyu Ariani, 2013). Employees tend to act like decent citizens in return for the support on condition by the organization. If employees feel that their interests are supported by the organization, it will satisfy

their psychological needs and can help foster positive social behavior (Chiaburu, Chakrabarty, Wang, & Li, 2015).

In the present, the paradigm about the concept of OCB has changed. OCB is perceived as "the first investment", in considering giving rewards to the employees. The employees perceive that organization will appreciate their efforts and become one of the considerations in employee career development opportunities (Bhatti et al., 2019).

On the other hand, Generation Z is labeled as unprofessional and immature workers. It is considered as a workforce who is not willing to work hard (Stillman & Stillman, 2018). Generation Z is looking for a pleasuring environment to work in, with flexible schedules and high overtime paid. They prefer to work in a fun way, but it does not mean they are not serious. However, Generation Z is also considered responsible for their careers and willing to put in additional hours if there is a reward at stake. They are competitive and want to be judged on their development and improvement, and they often choose to work independently.

Nevertheless, the most potential predictor in several OCB studies is employee engagement (Rich, Lepine, & Crawford, 2010). Employees are willing to apply OCB because it involves an emotional component (Bennett & Robinson, 2000). Individuals who have high employee engagement have a tendency to engage in constructive and responsible behavior at work. To experience high connectivity with the work requires employee engagement (Wahyu Ariani, 2013). They can maximize the resources by achieving goals and completing work efficiently, hence, they can make it possible to do work outside the job description. Research conducted by Wahyu Ariani revealed that engagement is positively related to OCB because employees who are involved in their work not only have to fulfill the requirements of their formal roles, but also make extra efforts to carry out other activities that go beyond the requirements of their formal roles. The employees involved work with passion and are more committed to the organization.

Furthermore, employee participation also has a substantial positive effect on organizational commitment (Hanaysha, 2016). The more employees involved in the workplace, the higher their commitment to the organization or institution will be. Employees who demonstrate positive engagement behaviors are likely to develop greater organizational commitment because of a high desire

and courage for achievement (Schaufeli & Bakker, 2004).

In organizational, the significant problem is organizational commitment, exceptionally organizational management, because employees are a major resource in sustainable organizational performance. Organizational commitment is defined as the relative strength of individual identification and involvement in a particular organization which can be characterized by a strong belief and acceptance of the goals and values of the organization, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain organizational membership (Mowday, Porter, & Steers, 1982). Commitment is expressed through the willingness of employees to work effectively in an organization and their intention to maintain relationships without intending to switch to another organization. Employees who have high commitment will show positive work behavior in the workplace (Albdour & Altarawneh, 2014).

Generation Z has not received much attention and considered as a generation that does not have a strong organizational commitment. Even though, Generation Z will soon surpass the Millennial era as the most populous generation on earth, with more than a third of the world's population. As a generation born between the years of 1995-2010, the number of generation Z exceeds 72 billion people.

Generation Z forms the latest wave of young professionals entering the workforce. This group will make up forty percent of the working and consumer population by 2020. As Gen Z will step

onto the world stage, the impact of their influx will be swift and profound, rippling through the workplace, retail consumption, technology, politics and culture. Very different from other generations, Generation Z has a completely unique perspective on careers and how to define success in life and in the world of work.

These phenomena are the urgency of this research. With the entry of generation Z, there will be new challenges for human resource management practices in organizations.

Method

This research was conducted for 1 (one) year and located in the city of Makassar by examining organizational commitment and variables namely organizational citizenship behavior (OCB) and job engagement. This research model was a quantitative research using descriptive-verification method.

The sample of this study was 200 employees belonging to the Z generation group in South Sulawesi who were selected using the proportional random sampling method. The data was collected using a questionnaire with a Likert scale. The method that will be used in analyzing the data in this study is SEM-Amos analysis.

Results

The result of this research was obtained regarding organizational citizenship behavior, job engagement and organizational commitment through distributed questionnaires. The data obtained was then analyzed using the SEM method through the Amos Software, with the SEM model specifications as follows:

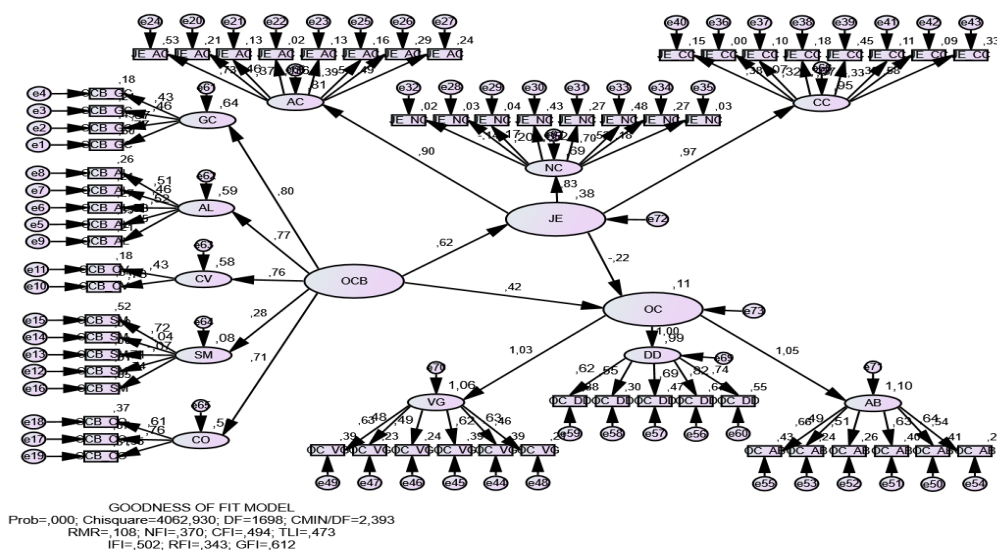


Figure 1 SEM Model Specifications

Based on the model above, to achieve the feasibility based on the standard goodness of fit model. Then, the results of the goodness of fit model are obtained as follows:

Table 2 Evaluation Criteria for Goodness of Fit Indices Overall Model

| Goodness of Fit Index | Cut-Off value | Hasil model | Keterangan |
|----------------------------|---------------|-------------|------------|
| X ² -Chi-Square | ≤ 456,096 | 442,010 | Good |
| Probability | ≥ 0.05 | 0,119 | Good |
| CMIN/DF | ≤ 2.00 | 1,083 | Good |
| RMSEA | ≤ 0.08 | 0,020 | Good |
| GFI | ≥ 0.90 | 0,883 | Marginal |
| AGFI | ≥ 0.90 | 0,848 | Marginal |
| TLI | ≥ 0.95 | 0,981 | Good |
| CFI | ≥ 0.95 | 0,984 | Good |

Source: Processed AMOS Results

Table 2 shows as a result of modifying indices to obtain the feasibility of the model. It explains that of the eight evaluation criteria, there are two marginal criteria, namely GF1 and AGF1. A high score in the GFI index indicates a better fit. When the GFI value ≥ 0.90 means good fit, while 0.80 ≤ GFI ≤ 0.90 is often called marginal fit (Hair,

JR., J.F. Black, W.C. Babin, B.J., & Anderson, 2010). Therefore, the proposed model has met the overall goodness of fit criteria (overall model fit). After the overall model is declared good, a structural model test is carried out for each variable. The results of the structural model test are presented in the table below, namely:

Table 3 Regression Weights: (Group Number 1 - Default Model)

| Variabel | | Estimate | S.E. | C.R. | P | Standardized Regression Weights | Kesimpulan |
|----------|---------|----------|------|-------|------|---------------------------------|---------------|
| JE | <-- OCB | ,625 | ,120 | 5,188 | ,000 | ,702 | Significant |
| OC | <-- OCB | ,121 | ,172 | ,699 | ,484 | ,100 | Insignificant |
| OC | <-- JE | ,130 | ,196 | ,662 | ,508 | ,096 | Insignificant |

Source: Processed AMOS Results

The table 3 reveals the results obtained for each relationship between variables. Firstly, the variable of organizational citizenship behavior has a positive and significant effect on the variable of job engagement. The variable of organizational citizenship behavior has a positive and insignificant effect on the organizational commitment variable. Secondly, the job engagement variable has a positive and insignificant effect on the organizational commitment variable. Meanwhile, in looking at the indirect relationship between the organizational citizenship behavior variable on the organizational commitment variable mediated by

the job engagement variable, it can be seen in the total effect value. The total effect value is obtained from the sum of the direct effect and indirect effect. The value of direct effect for the relationship between organizational citizenship behaviors on organizational commitment is 0.100. Lastly, the indirect effect value between the organizational citizenship behavior variable on the organizational commitment variable through the job engagement variable is 0.067 (0.702 x 0.096). So that the total affect value of the relationship between organizational citizenship behaviors on organizational commitment through job

engagement is 0.167 at a significance level based on the Sobel test, which is $0.625 \geq 0.050$ (not significant). These results indicate that the job engagement variable does not have a significant role in mediating the effect of organizational citizenship behavior on organizational commitment.

Discussion

The influence of organizational citizenship behavior on job engagement

Competition requires companies to continue to develop their competitive advantage. The policies issued by the company cannot guarantee that the company is able to compete without obstacles. Competitive improvement can also be achieved when there is mutually harmonious integration between employees and the company. The employees have to be ready to go beyond the assigned task without expecting any profit. Dedication and hard-working employees are organizational assets to increase organizational productivity (Organ, et al., 2006).

Employee engagement refers to the extent to which an individual pays attention and absorption in the performance of his role (Saks, 2006). Attention refers to cognitive availability and the amount of time a person spends thinking about roles, while absorption means the intensity of one's focus on the role (Rothbard, 2001).

In this study, it was found that organizational citizenship behavior had a positive and significant effect on job engagement. As generation Z, they will do their job to the maximum and strive to carry out work that is outside the formality of their real work. Gen Z is more interested in situations where they serve multiple roles (Stillman & Stillman, 2018). They do this as an effort to improve their abilities to new things so that they feel that they can carry out various roles.

To improve their abilities to be mastered the various roles that would be carried out, Generation Z did not hesitate to devote all their potential to be involved in the work. Moreover, a generation Z can be emotionally tied to their work, even though they are known as a labor that doesn't want to work hard (Stillman & Stillman, 2018). Employee engagement is considered as one way of paying the organizations that have hired them (Saks, 2006). This means that employees will choose to engage at various levels and in response to the resources they receive from their organization. Bringing oneself more fully into one's job role and devoting greater amounts of cognitive,

emotional, and physical resources are profound ways for individuals to respond to organizational action.

The influence of organizational citizenship behavior on organizational commitment

The results of the study show that organizational citizenship behavior has no effect on organizational commitment. For generation Z, work is part of the fun in life. They are more likely to work in pleasant environments with more flexible schedules, but high overtime pay. Even though they prefer to work in a fun way, that didn't mean they were not serious in completing the responsibilities they have. As a generation that likes challenges and wants to master many roles, this generation is more competitive, including in their work environment. Therefore, they prefer to work and be assessed based on the abilities they have and the developments they have made.

Even though, they prefer to work independently, they also pay attention to the career that they want to achieve. They have different expectations in their workplace, are career-oriented, a generation of ambitious professionals, have high levels of technical skills and language knowledge (Wijoyo, Indrawan, Cahyono, Handoko, & Santamoko, 2020). Rewarded rank promotion is also a priority for Generation Z in deciding to work for a company (Rachmawati, 2019). If other companies provide better career opportunities than their place of work, it is not impossible that they will think of taking these opportunities instead of having to stay in one particular company for a long time. So that generation Z when working extra in one company, it is not impossible for them to think about moving to another job. One of their characteristics as generation Z is fast switching from one thought / job to another (fast switcher) (Wijoyo et al., 2020).

The influence of job engagement on organizational commitment

Organizational commitment as a key factor in determining organizational competitiveness that increases motivation and employee involvement (Azeem, 2010). does not apply to generation Z. In the relationship that occurs between the effects of job engagement on organizational commitment, statistically obtained research results show that the two variables do not have a significant effect. Basically, generation Z has an emotional attachment to the work they do. High curiosity about a job and expectation of various roles that can be performed by them, make them the subject of

work who really pay attention to every detail of their work. Proficiency of work is important for this generation in a company. However, given this situation, there is no guarantee that they will keep their commitment to the company. They are less willing to stay in one job even though every job they do has a strong emotional connection with them. They are ready to accept jobs that are new and more challenging than ever, so expectations of a strong commitment to the organization are very small for Generation Z.

The influence of organizational citizenship behavior on organizational commitment through job engagement

Based on the results of this study, it is statistically procured that organizational citizenship behavior did not have a significant effect on organizational commitment through job engagement variables for generation Z. Although job engagement variables were added to the relationship between OCB and organizational commitment, for a generation Z who was willing to provide optimal performance for the company, there is no assurance of boosting their commitment to the company. Generation Z, they were worried about not being so fast in moving in the right direction in the times. When staying in a certain place for a relatively longer time, the potential to know something new outside their environment will be very limited. One way to get involved with something new is that they decide to take a direct role with it. Gen Z is more interested in situations where they serve multiple roles (Stillman & Stillman, 2018).

As an employee, generation Z can work optimally by devoting all the abilities and feelings they have to their work individually. From here on they have an emotional bond with the work they do all the time. In fact, this work behavior can increase their emotionality towards their work. But on a different side, these two things do not provide a guarantee that a generation Z can give their commitment to the company even though the work that has been done has a deep emotional bond to them.

Conclusion

Conclusion, the organizational citizenship behavior had a positive and significant effect on job engagement for Generation Z employees. Meanwhile, this study also found that organizational citizenship behavior and job engagement partially had no significant effect on

organizational commitment for generation Z employees. Moreover, for companies, organizational commitment was a key factor in determining organizational competitiveness. However, based on the final results of this study it showed that for generation Z, organizational citizenship behavior did not have a significant effect on organizational commitment through the role of job engagement.

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