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Job characteristics and psychological capital on organizational commitment through organizational citizenship behavior: A comparative study of generation Y and Z employees

Abstract

This study aims to examine the influence of job characteristics and psychological capital on organizational commitment among Generation Y and Z employees, while also investigating the mediating role of Organizational Citizenship Behavior (OCB). Adopting a quantitative approach, data were collected through a survey of 200 respondents in Makassar City using purposive sampling, with measurement based on a Likert-scale questionnaire and analyzed by Structural Equation Modeling (SEM) using SmartPLS 4.1. The findings reveal that job characteristics exert a positive effect on both organizational commitment and OCB, whereas psychological capital significantly influences OCB but does not have a direct effect on organizational commitment. Furthermore, OCB demonstrates a significant positive effect on organizational commitment and serves as a partial mediator in the relationships between job characteristics and organizational commitment, as well as between psychological capital and organizational commitment. The results of the PLS-MGA analysis indicate no significant differences between Generation Y and Z in the structural relationships, suggesting a convergence in work-related behavioral patterns across these generational cohorts. This study contributes to the literature by integrating job characteristics, psychological capital, and OCB within a unified framework to explain the formation of organizational commitment, highlighting the pivotal role of OCB as a behavioral mechanism in strengthening employee attachment. The findings also provide strategic implications for organizations in effectively managing a multigenerational workforce to enhance engagement and overall performance.

Keywords: Job characteristics; Psychological capital; Organizational citizenship behavior; Organizational commitment; Generation Y and Z

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh job characteristics dan psychological capital terhadap komitmen organisasi pada karyawan Generasi Y dan Z, dengan menguji peran mediasi Organizational Citizenship Behavior (OCB). Studi ini menggunakan pendekatan kuantitatif melalui survei terhadap 200 responden di Kota Makassar yang dipilih secara purposive, dengan pengumpulan data menggunakan kuesioner skala Likert dan analisis menggunakan Structural Equation Modeling (SEM) berbasis SmartPLS 4.1. Hasil penelitian menunjukkan bahwa job characteristics berpengaruh positif terhadap komitmen organisasi dan OCB, sementara psychological capital berpengaruh positif terhadap OCB tetapi tidak memiliki pengaruh langsung terhadap komitmen organisasi. OCB terbukti berpengaruh signifikan terhadap komitmen organisasi serta berperan sebagai mediator parsial dalam hubungan antara job characteristics dan komitmen organisasi, maupun antara psychological capital dan komitmen organisasi. Selain itu, hasil uji PLS-MGA menunjukkan tidak terdapat perbedaan signifikan antara Generasi Y dan Z dalam pola hubungan antar variabel, mengindikasikan adanya kesamaan karakteristik perilaku kerja lintas generasi dalam konteks ini. Penelitian ini memberikan kontribusi dengan mengintegrasikan ketiga variabel dalam satu model untuk menjelaskan pembentukan komitmen

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organisasi, sekaligus menegaskan pentingnya OCB sebagai mekanisme kunci dalam memperkuat keterikatan karyawan, serta memberikan implikasi strategis bagi organisasi dalam mengelola SDM lintas generasi secara lebih efektif.

Kata kunci: Karakteristik pekerjaan; Modal psikologis; Perilaku kewarganegaraan organisasi; Komitmen organisasi; Generasi Y dan Z

1. Introduction

The current shift in the composition of the global workforce is marked by the increasing dominance of Generation Y and Generation Z in various organizational sectors. These two generations exhibit distinct work characteristics compared to previous generations, particularly in terms of work motivation, career orientation, flexibility, and the meaning of work (Costanza et al., 2012; Mahmoud et al., 2021; Ozkan & Solmaz, 2015). These differences require organizations to adapt their human resource management strategies to maintain sustainable employee engagement and commitment.

Organizational commitment is a key factor in maintaining workforce stability and organizational sustainability. Employees with high levels of commitment tend to demonstrate loyalty, strong work engagement, and a desire to remain with the organization. However, various studies have shown that Generations Y and Z tend to have lower levels of loyalty than previous generations and are more susceptible to turnover and job-hopping behavior (Costanza et al., 2012; Mahmoud et al., 2021). This is influenced by an increased orientation toward self-development, work flexibility, and work-life balance compared to long-term loyalty to a single organization (Sagituly & Guo, 2024).

Low organizational commitment is also often accompanied by a decline in Organizational Citizenship Behavior (OCB). OCB is voluntary employee behavior that goes beyond formal job demands and contributes significantly to organizational effectiveness and sustainability. Various studies show that OCB plays a strategic role in improving teamwork, work environment quality, and overall organizational performance (Choi et al., 2017; Fu & Deshpande, 2014). However, among younger employees, this extra-role behavior remains relatively volatile and is heavily influenced by work conditions and individual psychological factors.

One important concern raised by the reviewer relates to the theoretical contribution of this study. Although the constructs examined in this research job characteristics, psychological capital, Organizational Citizenship Behavior (OCB), and organizational commitment have been widely investigated in the organizational behavior and human resource management literature, the present study aims to extend the existing body of knowledge in several important ways (Sagituly & Guo, 2024).

Previous studies have generally examined the relationships between job characteristics and organizational commitment or between psychological capital and extra-role behaviors such as OCB in isolation. However, relatively limited research has integrated these constructs within a single comprehensive framework that simultaneously explains how work design and psychological resources interact to shape employee commitment through behavioral mechanisms. In particular, OCB has often been examined as an outcome variable rather than as a mediating mechanism that links both situational factors (job characteristics) and psychological resources (psychological capital) to organizational commitment (Tran et al., 2024).

From a theoretical perspective, this study builds upon the Job Demands–Resources (JD-R) framework and positive organizational behavior theory. Job characteristics represent structural work resources that shape employees' motivation and engagement, while psychological capital reflects internal psychological resources that influence employees' attitudes and behaviors. Integrating these two perspectives allows this study to explain how both contextual and psychological resources jointly influence extra-role behavior and ultimately strengthen organizational commitment. Thus, the study contributes to extending the JD-R perspective by incorporating psychological capital and OCB as mechanisms through which work resources translate into organizational outcomes (Giancaspro & Callea, 2022).

In addition, the present research addresses a contextual gap related to generational differences in the workforce. Although generational research has grown in recent years, empirical evidence comparing Generation Y and Generation Z employees within a unified behavioral framework remains relatively limited, particularly in emerging economy contexts such as Indonesia (Loghman et al., 2023; Luthans, 2012; Srivastava & Dhar, 2016). Most previous studies have examined generational differences descriptively, focusing on values or attitudes rather than testing structural behavioral relationships (Karatepe & Karadas, 2014; Paek et al., 2015). By applying a multigroup structural analysis, this study provides empirical evidence regarding whether the mechanisms linking job characteristics, psychological capital, OCB, and organizational commitment operate differently across generational groups.

Therefore, the theoretical contribution of this study lies in three main aspects. First, it integrates job characteristics and psychological capital within a single conceptual model to explain organizational commitment through OCB as a mediating mechanism. Second, it extends the theoretical application of the Job Demands–Resources and positive organizational behavior perspectives in explaining employee commitment. Third, it provides empirical evidence regarding the structural consistency of these relationships across Generation Y and Generation Z employees in a developing country context (Egarova, 2021)

Recent research also shows that psychological capital has an indirect relationship with organizational commitment through Organizational Citizenship Behavior (OCB) as a mediating variable (Zeng et al., 2023). This means that employees with strong psychological capital are more motivated to display extra-role behaviors, ultimately strengthening their commitment to the organization. On the other hand, job characteristics have also been shown to influence organizational commitment through increased OCB and work engagement (Dubbelt et al., 2019; Joo & Lim, 2009).

The character differences between Generation Y and Generation Z further reinforce the urgency of this research. Generation Y tends to value collaboration, recognition, and long-term career development, while Generation Z places greater emphasis on flexibility, freedom of expression, and speed in achieving work goals (Mahmoud et al., 2021; Ozkan & Solmaz, 2015). These differences have the potential to lead to differing responses to job characteristics and psychological capital in shaping OCB and organizational commitment. However, to date, there has been relatively limited research examining this relationship in an integrated, comparative approach between Generation Y and Generation Z.

Despite the growing body of literature on generational differences in the workplace, empirical evidence regarding how work design and psychological resources operate across generational cohorts remains inconclusive. Previous studies have documented that

generational groups may perceive job characteristics differently, particularly regarding autonomy, feedback, and opportunities for personal development (Barazani, 2025; Mahmoud et al., 2024). For instance, younger cohorts tend to place greater emphasis on meaningful work, flexibility, and rapid career progression, which may alter how job characteristics influence their work attitudes and behaviors.

Similarly, psychological capital has been identified as a key psychological resource influencing work engagement, resilience, and organizational behavior; however, the way these psychological resources translate into extra-role behaviors such as Organizational Citizenship Behavior (OCB) may vary across generational groups due to differences in work values, career expectations, and socialization processes (Casu et al., 2021).

Furthermore, prior research has suggested that generational cohorts may exhibit different motivations for engaging in OCB and developing organizational commitment. While Generation Y is often characterized by stronger collaborative orientations and long-term career aspirations, Generation Z tends to prioritize autonomy, flexibility, and short-term achievement, which may influence how behavioral mechanisms such as OCB mediate the relationship between work design, psychological resources, and organizational commitment (Dimokas, 2025)

Nevertheless, empirical studies integrating job characteristics, psychological capital, and OCB within a comparative generational framework remain scarce. Most prior studies have examined these variables independently rather than exploring whether the structural relationships between them differ across generational cohorts. Therefore, investigating these relationships using a multigroup analysis between Generation Y and Generation Z is theoretically important to determine whether the mechanisms shaping organizational commitment operate similarly or differently across generations (Deghan et al., 2026)

Research on Organizational Citizenship Behavior (OCB) is also supported by findings (Janwar et al., 2024), which indicate that OCB plays a strategic role as a mediating variable in various relationships between work behavior variables. In the context of a futures brokerage firm in Makassar City, OCB was shown to partially mediate the effect of Work-Life Balance and organizational commitment on employee performance. These findings confirm that employee extra-role behavior significantly contributes to improving organizational effectiveness and performance (Janwar et al., 2024). These results align with the current research conceptual model, which positions OCB as a crucial element in strengthening the influence of job characteristics and psychological capital on organizational commitment. Thus, previous empirical evidence further strengthens the theoretical argument that OCB is a crucial bridge between individual and situational factors and employee performance and commitment.

Based on these phenomena and empirical findings, it can be concluded that the problem of low organizational commitment and OCB behavior among Generation Y and Z employees is influenced by job design and employee psychological conditions. Therefore, this study is crucial to analyze the influence of job characteristics and psychological capital on organizational commitment through Organizational Citizenship Behavior (OCB), and to compare the patterns of this relationship between Generation Y and Generation Z employees. The results of this study are expected to provide theoretical contributions to the development of human resource management science and provide practical recommendations for organizations in managing cross-generational employees more effectively and sustainably.

To provide a stronger theoretical foundation, this study integrates several major theoretical perspectives that explain how job characteristics and psychological resources influence employee attitudes and behaviors. First, the Job Characteristics Model (JCM) proposed by J. Richard Hackman and Greg R. Oldham explains how job design elements such as skill variety, task identity, task significance, autonomy, and feedback influence intrinsic motivation through critical psychological states, including experienced meaningfulness, experienced responsibility, and knowledge of results. These psychological states subsequently lead to positive work outcomes such as higher work motivation, job satisfaction, and organizational commitment.

In addition to job design, the concept of Psychological Capital (PsyCap) originates from the Positive Organizational Behavior framework introduced by Fred Luthans. Psychological capital consists of four key components: self-efficacy, hope, optimism, and resilience (Luthans & Youssef-morgan, 2017). These psychological resources enable employees to cope with work challenges, maintain positive expectations regarding work outcomes, and sustain motivation when facing difficulties. Employees with strong psychological capital tend to demonstrate higher engagement and are more likely to exhibit proactive and cooperative behaviors within organizations.

To further explain how job characteristics and psychological capital jointly influence work outcomes, this study adopts the Job Demands–Resources (JD-R) theory. According to the JD-R framework, job resources (such as supportive job design, autonomy, and feedback) and personal resources (such as psychological capital) interact to enhance work motivation, work engagement, and positive behavioral outcomes. In this context, job characteristics represent important job resources, while psychological capital functions as a key personal resource that strengthens employees' capacity to respond positively to workplace demands (Demerouti & Bakker, 2023)

Furthermore, the relationship between job conditions and employee behavior can also be explained using Social Exchange Theory (SET). This theory suggests that when employees perceive supportive job conditions and experience positive psychological resources, they tend to reciprocate the organization's support through positive attitudes and behaviors (Eisenberger et al., 2021). One important form of this reciprocal behavior is Organizational Citizenship Behavior (OCB), which reflects voluntary contributions beyond formal job responsibilities. These extra-role behaviors strengthen employees' psychological attachment to the organization and ultimately enhance organizational commitment.

By integrating the Job Characteristics Model, Psychological Capital theory, JD-R theory, and Social Exchange Theory, this study proposes that job characteristics and psychological capital jointly influence Organizational Citizenship Behavior, which subsequently strengthens organizational commitment. This integrated theoretical perspective provides a comprehensive framework for explaining how work design and psychological resources shape employee behavior and commitment within organizations.

2. Literature review

2.1 Job characteristics have a positive influence on organizational commitment

Job characteristics play a pivotal role in shaping employees' psychological attachment to their organization by influencing how meaningful, autonomous, and enriching their work is perceived to be. Well-designed jobs—characterized by task significance, autonomy, skill variety, and feedback—not only enhance job satisfaction but also foster a stronger sense of belonging and emotional connection to the organization. As highlighted by (Joo & Lim, 2009), favorable job characteristics contribute to the development of organizational commitment by strengthening employees' affective ties and reducing turnover intentions. This relationship becomes even more critical in the context of contemporary workforces, particularly among younger employees, who tend to value flexibility, meaningful work, and opportunities for self-development. In line with this, (Kim & Beehr, 2018) emphasize that job characteristics serve as a key predictor of organizational commitment, especially for Generation Y and Z employees who are more responsive to intrinsic job features than to extrinsic rewards. Therefore, when organizations design jobs that align with employees' psychological needs and personal values, they are more likely to cultivate higher levels of commitment. Based on this theoretical and empirical foundation, the following hypothesis is proposed:

H₁ : Job characteristics have a positive effect on organizational commitment.

2.2 Job characteristics have a positive influence on organizational citizenship behavior

Job characteristics represent fundamental aspects of work design, including skill variety, task identity, task significance, autonomy, and feedback, which collectively shape employees' psychological experiences at work. According to the Job Characteristics Model proposed by Hackman and Oldham, and further elaborated by (Bakker & Demerouti, 2017), jobs that are meaningfully designed and provide autonomy and feedback enhance intrinsic motivation and foster higher levels of work engagement. When employees perceive their work as meaningful and experience a sense of ownership over their tasks, they are more likely to go beyond formal job requirements. This intrinsic motivation becomes a critical driver of discretionary behaviors, particularly Organizational Citizenship Behavior (OCB), which reflects voluntary, extra-role actions that contribute to organizational effectiveness. Employees who are intrinsically motivated tend to demonstrate helping behaviors, organizational loyalty, and proactive engagement, even in the absence of formal rewards. Empirical evidence supports this relationship, as studies by (Dubbelt et al., 2019; Kim & Beehr, 2018) confirm that job characteristics significantly and positively influence OCB. These findings suggest that well-structured and enriching job designs not only improve task performance but also stimulate employees' willingness to contribute beyond their prescribed roles. Therefore, when organizations invest in designing jobs that enhance meaningfulness, autonomy, and feedback, they create conditions that encourage the emergence of OCB as a natural behavioral outcome. Based on this theoretical and empirical foundation, the following hypothesis is proposed:

H₂ : Job characteristics have a positive influence on organizational citizenship behavior.

2.3 Psychological capital has a positive influence on organizational commitment

Psychological capital, which encompasses self-efficacy, optimism, hope, and resilience, represents a critical personal resource that shapes how employees perceive and respond to their work environment. Employees with high levels of psychological capital tend to demonstrate greater confidence in their abilities, maintain a positive outlook toward future outcomes, and exhibit resilience in the face of workplace challenges. These positive psychological states not only enhance individual well-being but also foster a deeper emotional attachment to the organization. From a theoretical perspective, positive organizational behavior suggests that employees who possess strong psychological resources are more likely to develop affective commitment, as they experience higher levels of job satisfaction, engagement, and overall psychological well-being. In this regard, psychological capital functions as an internal driver that strengthens employees' identification with organizational goals and values. Empirical studies by (Loghman et al., 2023; Zeng et al., 2023) provide robust evidence that psychological capital significantly influences organizational commitment by enhancing employees' engagement and satisfaction levels, thereby reinforcing their intention to remain within the organization. Consequently, organizations that invest in developing employees' psychological capital—through supportive leadership, training, and a positive work environment—are more likely to cultivate a committed workforce. Based on this theoretical and empirical foundation, the following hypothesis is proposed:

H₃ : Psychological Capital Has a Positive Influence on Organizational Commitment.

2.4 Psychological capital has a positive influence on organizational citizenship behavior

Psychological capital (PsyCap), comprising self-efficacy, hope, optimism, and resilience (Luthans, 2012), represents a core positive psychological resource that shapes employees' attitudes and behaviors in the workplace. Individuals with high PsyCap tend to possess strong confidence in their abilities, maintain a positive outlook toward challenges, and demonstrate persistence in achieving goals despite obstacles. These psychological strengths not only enhance individual performance but also encourage the development of prosocial behaviors within the organization. From the perspective of positive organizational behavior, employees with elevated psychological capital are more likely to exhibit discretionary efforts beyond formal job requirements. Their optimism and resilience foster a willingness to support colleagues, while their sense of hope and efficacy drives proactive engagement in organizational activities. Such conditions create a strong foundation for the emergence of Organizational Citizenship Behavior (OCB), which reflects voluntary actions that contribute to organizational effectiveness without being formally rewarded. Empirical evidence from (Paek et al., 2015) confirms that psychological capital has a significant positive influence on OCB, as employees with higher levels of psychological well-being are more motivated to engage in helping behaviors, cooperation, and organizational participation. Therefore, fostering psychological capital within the workforce can serve as a strategic mechanism to promote

OCB and strengthen organizational functioning. Based on this theoretical and empirical foundation, the following hypothesis is proposed:

H4: Psychological capital has a positive influence on organizational citizenship behavior

2.5 Organizational citizenship behavior has a positive influence on organizational commitment

Organizational Citizenship Behavior (OCB) reflects employees' voluntary, extra-role behaviors that go beyond formal job requirements and signal a deeper level of psychological engagement with the organization. Employees who consistently demonstrate helping behaviors, maintain a positive work climate, and actively contribute to organizational functioning exhibit not only prosocial attitudes but also a strong sense of loyalty and identification with the organization. Such behaviors indicate that employees are not merely fulfilling contractual obligations, but are emotionally invested in the success and well-being of the organization. From a theoretical standpoint, social exchange theory suggests that when employees engage in discretionary behaviors that benefit the organization, they are more likely to develop reciprocal attitudes in the form of stronger organizational commitment. OCB fosters a supportive and collaborative work environment, which enhances employees' sense of belonging and reinforces their attachment to organizational goals and values. Empirical evidence by (Fu & Deshpande, 2014) confirms that OCB has a positive and significant effect on organizational commitment, indicating that employees who actively engage in extra-role behaviors are more likely to develop enduring emotional ties with the organization. Therefore, the presence of OCB not only contributes to organizational effectiveness but also serves as a critical behavioral mechanism in strengthening employees' commitment. Based on this theoretical and empirical foundation, the following hypothesis is proposed:

H5: organizational citizenship behavior has a positive influence on organizational commitment.

2.6 OCB mediates the effect of job characteristics on organizational commitment

Job characteristics play a fundamental role in shaping employees' psychological experiences by enhancing the meaningfulness, autonomy, and feedback associated with their work. When jobs are well-designed, they foster higher levels of intrinsic motivation and work engagement, which extend beyond task performance and stimulate discretionary behaviors. In this context, Organizational Citizenship Behavior (OCB) emerges as a critical behavioral response, reflecting employees' willingness to contribute beyond formal job requirements through helping behaviors, cooperation, and proactive involvement. From a theoretical perspective, the Job Characteristics Model suggests that enriched job design leads to positive psychological states, which subsequently influence behavioral outcomes. OCB serves as an important mechanism through which these positive job perceptions are translated into stronger organizational attachment. Employees who perceive their work as meaningful are more likely to engage in extra-role behaviors, and these behaviors, in turn, reinforce their emotional bond and commitment to the organization. Empirical evidence provided by (Zeng et al., 2023) supports this

argument, demonstrating that OCB functions as a mediating variable in the relationship between job characteristics and organizational commitment. Thus, the influence of job characteristics on organizational commitment is not only direct but also occurs indirectly through the enhancement of OCB. This highlights the importance of fostering both enriched job design and positive discretionary behaviors to strengthen employee commitment. Based on this theoretical and empirical foundation, the following hypothesis is proposed:

H6: Organizational Citizenship Behavior (OCB) mediates the effect of job characteristics on organizational commitment.

2.7 OCB mediates the effect of psychological capital on organizational commitment

Psychological capital (PsyCap)—comprising self-efficacy, hope, optimism, and resilience—serves as a vital internal resource that shapes employees' attitudes and behavioral responses in the workplace. Employees with high levels of PsyCap tend to demonstrate confidence in their abilities, maintain a positive outlook, and persist in the face of challenges. These positive psychological states not only enhance individual well-being but also foster prosocial behaviors and constructive work attitudes. From the perspective of positive organizational behavior, such psychological resources are likely to be expressed through Organizational Citizenship Behavior (OCB), where employees voluntarily engage in helping others, supporting organizational processes, and contributing beyond formal job requirements. These discretionary behaviors create a supportive work environment, strengthen interpersonal relationships, and enhance employees' sense of belonging. In turn, this increased engagement and social integration reinforce organizational commitment. Empirical evidence from (Zeng et al., 2023) confirms that OCB plays a significant mediating role in the relationship between psychological capital and organizational commitment, indicating that the effect of PsyCap on commitment is largely transmitted through the emergence of extra-role behaviors. Thus, psychological capital influences organizational commitment not only directly but also indirectly through OCB as a key behavioral mechanism. This underscores the importance of fostering employees' psychological resources to stimulate positive behaviors that ultimately strengthen their attachment to the organization. Based on this theoretical and empirical foundation, the following hypothesis is proposed:

H7: Organizational Citizenship Behavior (OCB) mediates the effect of psychological capital on organizational commitment.

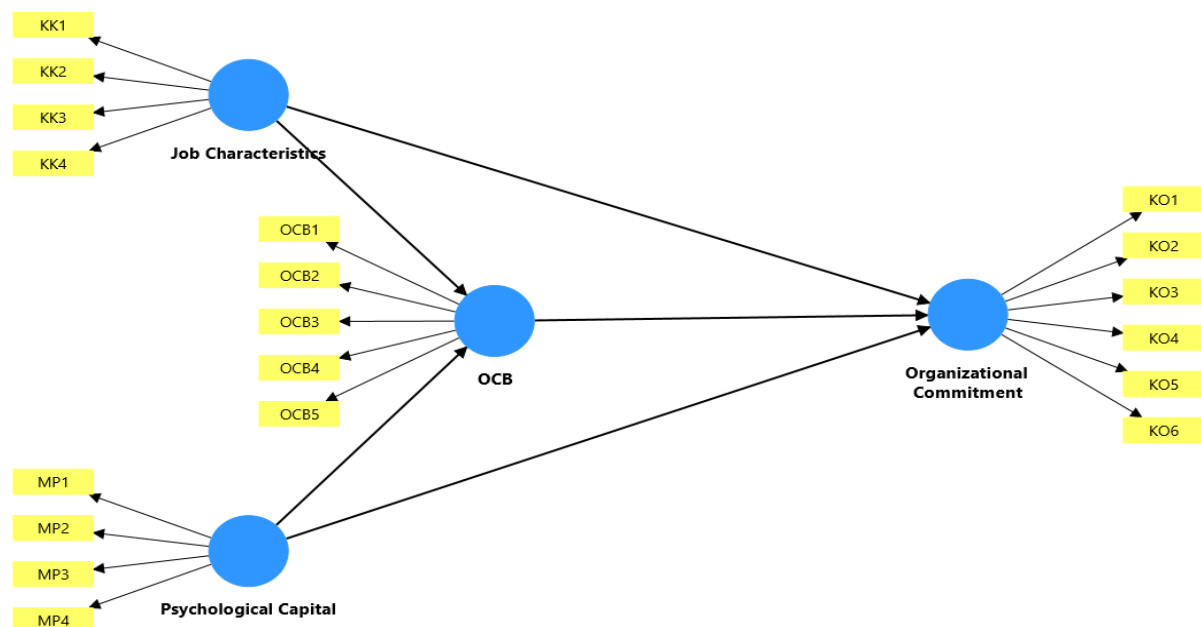
2.8 Differences in the influence of job characteristics and psychological capital on organizational commitment through ocb between generation Y and generation Z

Generational cohort theory suggests that employees' values, motivations, and workplace expectations are shaped by the socio-economic and technological contexts in which they are raised. In this regard, Generation Y and Generation Z exhibit distinct orientations toward work. Generation Y tends to emphasize stability, collaboration, and long-term career development, whereas Generation Z is more inclined toward flexibility, rapid feedback, digital integration, and freedom of expression (Mahmoud et al., 2021). These

differences imply that each generation may respond differently to organizational practices, including job design and psychological resource development. From a theoretical perspective, such generational variations can influence how job characteristics and psychological capital translate into behavioral outcomes such as Organizational Citizenship Behavior (OCB), and ultimately into organizational commitment. (Mahmoud et al., 2021) provide empirical evidence that generational factors moderate the relationship between job characteristics and organizational commitment, indicating that the strength and direction of these relationships may vary across cohorts. Consequently, it is plausible that the indirect effects of job characteristics and psychological capital on organizational commitment—through OCB as a mediating mechanism—are also contingent upon generational differences. Understanding these variations is critical for organizations managing a multigenerational workforce, as it enables the design of more tailored human resource strategies that align with the unique preferences of each cohort. Therefore, this study employs a multigroup analysis approach to examine whether the structural relationships among job characteristics, psychological capital, OCB, and organizational commitment differ between Generation Y and Generation Z employees. Based on this theoretical rationale, the following hypothesis is proposed:

H8: There are differences in the influence of job characteristics and psychological capital on organizational commitment through Organizational Citizenship Behavior (OCB) between Generation Y and Generation Z.

Based on the integration of the Job Characteristics Model, Psychological Capital theory, Job Demands–Resources (JD-R) theory, and Social Exchange Theory, this study proposes a conceptual model in which job characteristics and psychological capital influence organizational commitment both directly and indirectly through Organizational Citizenship Behavior (OCB). The conceptual framework of this study is illustrated in Figure 1.



Figur 1. Research Framework

3. Method

This study used a quantitative approach with a cross-sectional and explanatory design to analyze the influence of job characteristics and Psychological Capital on Organizational Commitment through the mediation of Organizational Citizenship Behavior (OCB), and to compare the relationship between these variables in Generation Y and Generation Z. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software version 4.1.1.4 (Hair et al., 2021).

Primary data were obtained through a closed-ended questionnaire based on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), adopted and adapted from empirical indicators validated in previous research. General instrument adaptations were made to accommodate the cultural and organizational context (Beaton et al., 2000). The population of this study consisted of employees working in various organizations in Makassar City, South Sulawesi. Because an official sampling frame of employees was not available, a non-probability purposive sampling technique was applied. Respondents were recruited through online and offline distribution of questionnaires to employees working in private companies, service sectors, and public organizations. To ensure that respondents met the research criteria, screening questions were included to confirm employment status and generational classification. Only individuals who were currently employed and belonged to Generation Y (born between 1981–1996) or Generation Z (born between 1997–2008) were eligible to participate in the survey. (Dimock, 2019).

The determination of the sample size followed recommendations for PLS-SEM analysis. In addition to the commonly used “five-times-indicator rule,” recent methodological literature suggests considering statistical power and model complexity when determining an adequate sample size (Hair et al., 2021). Given the number of constructs and structural paths in the model, a minimum sample of 150 respondents is generally recommended to achieve sufficient statistical power in PLS-SEM analysis. To improve robustness and allow multigroup comparison between Generation Y and Generation Z, this study collected data from 200 respondents, consisting of 100 respondents from each generational group. This sample size exceeds the minimum requirement and ensures sufficient power for structural model estimation and multigroup analysis.

The PLS-SEM analysis was conducted in two stages. In the measurement model, indicator reliability (outer loading), composite reliability, average variance extracted (AVE), and discriminant validity were tested using the Fornell Larcker Criterion (Henseler et al., 2015). In the structural model, the significance of the path coefficients was tested through bootstrapping with 5,000 subsamples. Mediation analysis was evaluated using indirect effects and Variance Accounted For (VAF) calculations to identify whether the mediation was complete or partial (Hair et al., 2021).

Because all variables were collected using a self-reported questionnaire at a single point in time, the potential risk of common method bias (CMB) was assessed. Following the recommendation of Harman’s single-factor test, all measurement items were entered into an exploratory factor analysis to determine whether a single factor accounted for the majority of the variance. The results indicated that the first factor explained less than 50% of the total variance, suggesting that common method bias was not a serious concern in this study. In addition, procedural remedies such as assuring respondent anonymity and

varying the order of questionnaire items were implemented to minimize potential response bias.

To examine structural differences between Generation Y and Generation Z, Multigroup Analysis (MGA) was used. The MGA procedure follows Cheah's (2020) step-by-step guide recommended for business research. Prior to MGA, measurement invariance was tested using the MICOM approach (Henseler et al., 2016), which includes configural invariance, compositional invariance, and equality of means and variances. MGA was conducted only if at least two stages of invariance were met, allowing valid comparisons between groups.

Despite these methodological considerations, this study acknowledges several limitations. The use of purposive sampling and cross-sectional self-reported data may limit the generalizability of the findings. Future research is encouraged to employ probability sampling techniques and longitudinal designs to further validate the relationships among job characteristics, psychological capital, OCB, and organizational commitment.

4. Results

In this study, researchers conducted an in-depth analysis of the characteristics of Generation Y and Generation Z employees in Makassar City, South Sulawesi. The research sample consisted of 200 employees divided into two generations, namely Generation Y and Generation Z. This sample was selected using a purposive sampling technique, thus ensuring that respondents met the established criteria and were declared eligible to participate in the study. Respondent characteristics are shown in Table 1.

Table 1. Respondent Characteristics

Item		Generation		Total
		Y	Z	
Gender	Man	25	28	53
	Women	75	72	147
Total		100	100	200
Highest Level of Education	High School	8	15	23
	Diploma	17	10	27
	Bachelor's Degree	51	67	118
	Master's Degree	24	8	32
	Total	100	100	200
Work Experience	< 1 year	7	16	23
	Total	48	72	120
Gender	6 - 10 years	30	12	42
	> 10 years	15	-	15
Total		100	100	200

Source: processed data

This study involved 200 respondents, consisting of 100 individuals from Generation Y and Generation Z. Based on gender, the majority of respondents were female, totaling 147 (73.5%), while 53 were male (26.5%). This composition was relatively consistent across both generations, with Generation Y comprising 75% female and 25% male, while Generation Z comprised 72% female and 28% male.

In terms of education, the majority of respondents had completed a bachelor's degree (S1), with 118 respondents (59%). Generation Z had a higher proportion of S1 graduates (67%) than Generation Y (51%). Generation Y exhibited a relatively higher level of education, with 24% having a master's degree, compared to only 8% for Generation Z. Meanwhile, high school graduates and diploma graduates accounted for 23 and 27 respondents, respectively.

Based on work experience, the majority of respondents, 120 (60%), fell into the 1-5 years category. Generation Z was dominated by respondents with less than five years of experience (88%), reflecting the characteristics of the early working age. In contrast, Generation Y had a more varied distribution of experience, including 30% of respondents with 6-10 years of experience and 15% with more than 10 years of experience. No Generation Z respondents had more than 10 years of work experience.

Overall, the characteristics of the respondents indicate that the study sample comprised two generational groups with different educational backgrounds and work experience, but with a relatively similar gender composition. These findings provide an initial overview of the respondents' demographic profile, relevant for understanding the research context.

4.1 Measurement model

At the measurement model stage, indicator reliability (outer loading), internal consistency reliability (Cronbach's Alpha and Composite Reliability), and convergent validity (Average Variance Extracted / AVE) were evaluated. Discriminant validity was assessed using two approaches: the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio (HTMT). While the Fornell-Larcker criterion compares the square root of AVE with inter-construct correlations, the HTMT ratio provides a more robust assessment of discriminant validity by examining the ratio of between-construct correlations to within-construct correlations (Henseler et al., 2015). HTMT values below the recommended threshold of 0.85–0.90 indicate adequate discriminant validity.

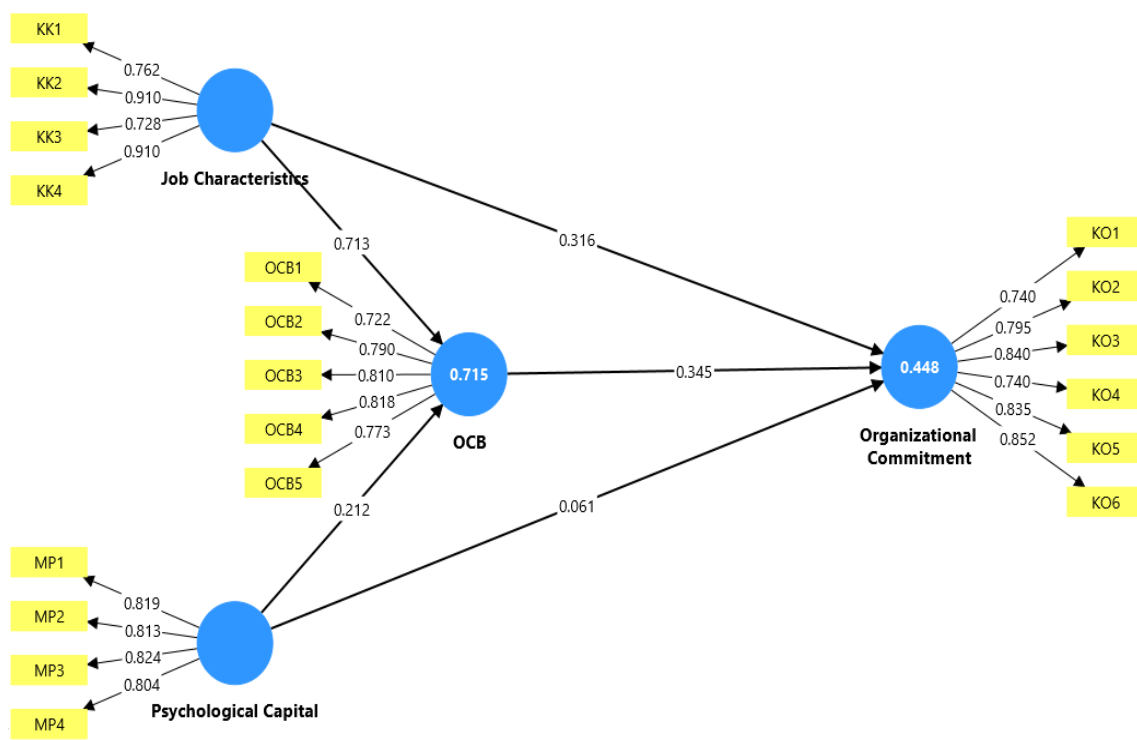


Figure 2 presents the output of the PLS algorithm calculation, which represents the transformation of the path diagram into an outer model through the calculation of all indicators for each variable. The results of these calculations are then summarized in Table 2.

Table 2. Measurement Model Test (Validity and Reliability)

Variables	Items	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
Job Characteristics	KK1	0,762	0,692	0,847	0,849
	KK2	0,910			
	KK3	0,728			
	KK4	0,910			
Organizational Commitment	KO1	0,740	0,613	0,842	0,842
	KO2	0,795			
	KO3	0,840			
	KO4	0,740			
	KO5	0,835			
	KO6	0,852			
Psychological Capital	MP1	0,819	0,642	0,888	0,895
	MP2	0,813			
	MP3	0,824			
	MP4	0,804			
OCB	OCB1	0,722	0,665	0,832	0,837
	OCB2	0,790			
	OCB3	0,810			
	OCB4	0,818			
	OCB5	0,773			

Source: processed data

Data analysis in Table 3 shows that all variables meet validity criteria, with outer loading values above 0.7 and AVE above 0.5. Reliability is also met, as Cronbach's alpha and Composite Reliability values exceed ≥ 0.70 . Thus, all indicators are deemed suitable for further analysis.

Table 3. Measurement Model Test (Fornell-Larcker criterion)

	Job Characteristics	OCB	Organizational Commitment	Psychological Capital
Job Characteristics	0,832			
OCB	0,783	0,826		
Organizational Commitment	0,634	0,642	0,802	
Psychological Capital	0,536	0,593	0,435	0,815

Source: processed data

Meanwhile, the discriminant validity test using the Fornell Larcker criteria showed that all constructs had a higher AVE square root value compared to the correlation between other constructs. Job Characteristics (0.832), OCB (0.826), Organizational Commitment (0.802), and Psychological Capital (0.815) were all above their respective

correlation values. These results confirm that each construct has good discriminant validity and is able to differentiate itself from other constructs in the model.

Table 4. HTMT Discriminant Validity

Construct	Job Characteristics	OCB	Organizational Commitment	Psychological Capital
Job Characteristics	-			
OCB	0.812	-		
Organizational Commitment	0.705	0.734	-	
Psychological Capital	0.601	0.655	0.582	-

In addition to the Fornell–Larcker criterion, discriminant validity was further assessed using the Heterotrait–Monotrait ratio (HTMT). As presented in Table X, all HTMT values were below the recommended threshold of 0.90, indicating that the constructs are empirically distinct from each other. These findings confirm that the measurement model demonstrates adequate discriminant validity according to both the Fornell–Larcker and HTMT criteria.

4.1 Structural model

The Structural Model is used to assess the significance of relationships between constructs or variables. The level of significance is evaluated through the path coefficients shown in Figure 3. Furthermore, the R-Square value, as shown in Table 4, can be used to assess the model's predictive ability and determine the extent to which exogenous variables explain endogenous variables.

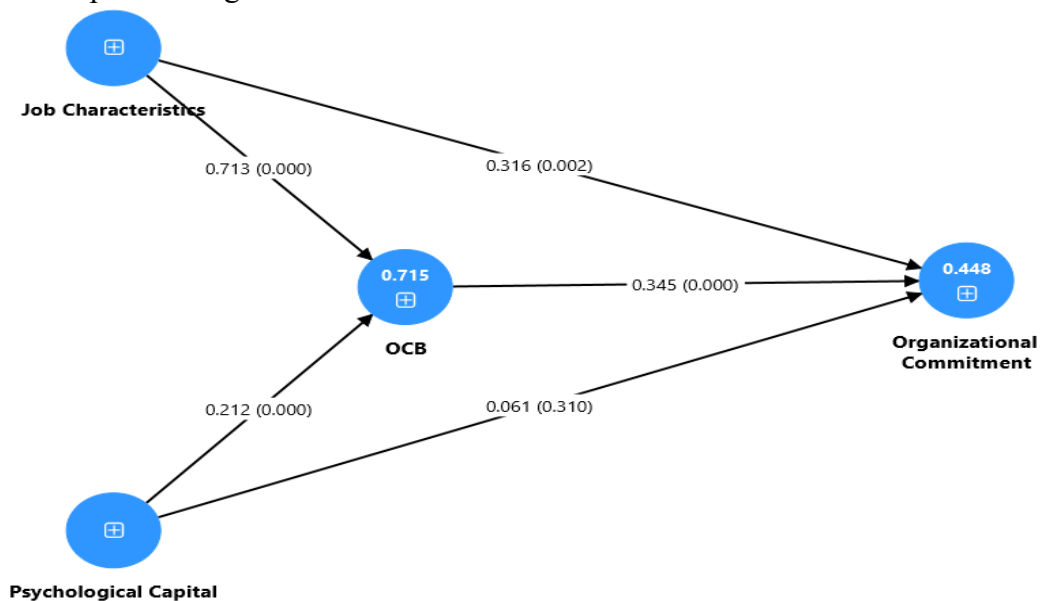


Figure 3. Estimation and Testing of the Structural Model

Table 4. R-Square Value

Variabel	R-square	R-square Adjusted
OCB	0,715	0,712
Organizational Commitment	0,448	0,440

Source: processed data

Based on Table 4, the R-square value for the OCB variable is 0.715, with an adjusted R-square value of 0.712. This indicates that the Job Characteristics and Psychological Capital variables in this research model can explain 71.5% of the variation in OCB. In comparison, other factors outside the model influence the remaining 28.5%.

Meanwhile, the R-square value for the Organizational Commitment variable is 0.448, with an adjusted R-square value of 0.440. This means that 44.8% of the variation in Organizational Commitment can be explained by the Job Characteristics, Psychological Capital, and OCB variables. In comparison, the remaining 55.2% is influenced by other variables not examined in this study.

Referring to Chin's (1998) criteria, an R-square value of 0.715 is categorized as substantial, while an R-square value of 0.448 is categorized as moderate. Thus, the structural model in this study has strong predictive power for OCB and moderate predictive power for Organizational Commitment.

4.2 Hypothesis test

This study employed path analysis, an extension of multiple regression analysis. Path analysis is used when there are mediating variables in the research model. In this context, OCB acts as a mediator between job characteristics and Psychological Capital on Organizational Commitment. The relationship is considered significant and influential if it meets the requirements of a t-statistic > 1.972 and a p-value < 0.05.

Table 5. Path Coefficients and Indirect Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
Job Characteristics-> OCB	0,713	0,712	0,042	16,793	0,000	Significant
Job Characteristics-> Organizational Commitment	0,316	0,309	0,103	3,064	0,002	Significant
OCB-> Organizational Commitment	0,345	0,346	0,098	3,534	0,000	Significant
Psychological Capital-> OCB	0,212	0,207	0,053	3,963	0,000	Significant
Psychological Capital-> Organizational Commitment	0,061	0,063	0,060	1,015	0,310	Not Significant
Indirect Effect						
Job Characteristics-> OCB-> Organizational Commitment	0,246	0,247	0,075	3,274	0,001	Significant
Psychological Capital-> OCB-> Organizational Commitment	0,073	0,071	0,026	2,811	0,005	Significant

Source: processed data

The mediation analysis in this study was conducted to determine the extent to which Organizational Citizenship Behavior (OCB) mediates the influence of Job Characteristics and Psychological Capital on Organizational Commitment. Testing was conducted using Indirect Effect, Direct Effect, and Variance Accounted For (VAF) calculations according to the guidelines of (Hair et al., 2019).

After the calculations, the VAF value was obtained at 43.7%. OCB mediation falls into the partial mediation category, as it falls within the 20% 80% range. This means that OCB partially explains the influence of Job Characteristics on Organizational Commitment, while the direct influence of Job Characteristics still explains the remaining portion. Similarly, the VAF calculation for the relationship between Psychological Capital and Organizational Commitment yielded a VAF value of 54.5%, indicating that OCB provides partial mediation of the relationship between Psychological Capital and Organizational Commitment. However, because the direct effect was insignificant, the mediation pattern tended to indicate indirect only mediation, where Organizational Commitment was influenced by Psychological Capital only through OCB.

Meanwhile, to examine the structural differences between Generation Y and Generation Z, a Multigroup Analysis (MGA) test was conducted. However, prior to the MGA test, measurement invariance was tested using the MICOM approach (Henseler et al., 2016), which includes configural invariance, compositional invariance, and equality of means and variances. MGA was conducted only if at least two stages of invariance were met, allowing valid comparisons between groups. The test results are shown in the data below.

Table 6. Pengujian MICOM Step 2

	Original correlation	Correlation permutation mean	5.0%	Permutation P value
Job Characteristics	0.999	0.998	0.994	0.553
OCB	0.999	0.999	0.997	0.390
Organizational Commitment	0.997	0.999	0.996	0.146
Psychological Capital	0.997	0.997	0.993	0.400

Source: processed data

Table 6 shows that all constructs, namely Job Characteristics, OCB, Organizational Commitment, and Psychological Capital, have very high original correlation values (0.997-0.999) and are greater than the average value of the permutation results. Furthermore, all variables have p-values above 0.05. This finding indicates that the composition of the constructs formed by their indicators is equivalent across groups, thus meeting the assumption of compositional invariance.

Table 7. Pengujian MICOM Step 3a (mean)

	Original Difference	Permutation Mean Difference	2.5%	97.5%	Permutation P Value
Job Characteristics	-0.089	-0.001	-0.269	0.287	0.546
Ocb	-0.203	0.000	-0.286	0.278	0.167
Organizational Commitment	0.037	0.006	-0.292	0.271	0.784
Psychological Capital	0.010	0.003	-0.291	0.287	0.945

Source: processed data

Based on Table 7, it can be observed that all constructs have p-values above 0.05. Furthermore, the original difference values for each variable (ranging from -0.203 to 0.037) are all within the permutation interval range. This indicates that the average construct scores between groups do not differ significantly. Thus, the mean equality stage has been met

Table 8. MICOM Testing Step 3b (variance)

	Original Difference	Permutation Mean Difference	2.5%	97.5%	Permutation P Value
Job Characteristics	-0.629	-0.011	-0.693	0.687	0.113

Ocb	-0.587	-0.013	-0.673	0.676	0.190
Organizational Commitment	-0.276	-0.013	-0.545	0.529	0.460
Psychological Capital	-0.434	-0.009	-0.691	0.699	0.534

Source: processed data

The data in Table 8 shows that all constructs have p-values > 0.05 and original differences within the confidence intervals of the permutation results. This indicates that there are no significant differences in variance between groups for any of the constructs tested.

By meeting all these criteria, the measurement model in this study has full measurement invariance. This means that the constructs in the model can be validly compared across groups, and multigroup analyses (if conducted) can be accurately interpreted without bias stemming from differences in measurement. These requirements allow us to proceed to the MGA testing stage to examine structural differences between Generation Y and Generation Z.

Table 9. PLS-MGA Testing

	Original (Gen Y)	Original (Gen Z)	Difference (Gen Y-Gen Z)	1-Tailed (Gen Y Vs Gen Z) P Value	2-Tailed (GEN Y Vs GEN Z) P Value
Job Characteristics -> OCB	0.712	0.714	-0.002	0.509	0.981
Job Characteristics -> Organizational Commitment	0.407	0.170	0.237	0.117	0.235
OCB -> Organizational Commitment	0.243	0.193	-0.293	0.939	0.123
Psychological Capital -> OCB	0.210	0.503	0.050	0.320	0.639
Psychological Capital -> Organizational Commitment	0.036	0.126	-0.091	0.759	0.482
Indirect Effect					
Job Characteristics -> OCB -> Organizational Commitment	0.149	0.359	-0.210	0.925	0.149
Psychological Capital -> OCB -> Organizational Commitment	0.051	0.097	-0.046	0.779	0.442

Source: processed data

5. Discussion

The results of the multigroup analysis (MGA) indicate that there are no significant differences between Generation Y and Generation Z in the structural relationships examined in this study. This finding suggests that the mechanisms linking job characteristics, psychological capital, Organizational Citizenship Behavior (OCB), and organizational commitment operate similarly across the two generations. Although previous literature often highlights differences in work values and motivations between generational cohorts, the empirical results of this study indicate that such differences do not significantly influence how employees respond to job design and psychological resources in the workplace.

One possible explanation is that structural workplace factors, such as job design, organizational climate, and work environment, may play a more dominant role in shaping employee behavior and attitudes than generational identity. When employees operate within similar organizational systems, they may develop comparable behavioral responses regardless of generational background. In this context, factors such as

meaningful work, autonomy, feedback, and supportive psychological conditions appear to influence OCB and organizational commitment consistently across both generations.

These findings suggest that organizations may not necessarily need to develop entirely different management strategies for Generation Y and Generation Z employees. Instead, improving fundamental organizational practices such as designing meaningful jobs, fostering positive psychological resources, and encouraging prosocial work behaviors may be more effective in strengthening organizational commitment among employees from different generational groups.

5.1 The effect of job characteristics on organizational commitment

The results of this study indicate that Job Characteristics have a positive and significant effect on Organizational Commitment. This finding confirms that good job design which includes skill variety, task identity, task significance, autonomy, and feedback plays a crucial role in shaping employees' emotional attachment, loyalty, and desire to remain with the organization. This positive influence indicates that the better the quality of job characteristics perceived by employees, the higher their level of commitment to the organization. One reason why job characteristics can increase organizational commitment is that they play a role in creating a sense of meaningfulness in work. Skill variety, task identity, and task significance make work less monotonous, more challenging, and more meaningful to both the individual and the organization. Employees feel obligated to stay because the organization trusts and values their capabilities. (Joo & Lim, 2009) Found that job characteristics have a significant effect on organizational commitment and employee desire to remain.

5.2 The influence of job characteristics on organizational citizenship behavior (ocb)

Research findings showing a positive relationship between job characteristics and OCB indicate that job design plays a crucial role in encouraging employees to engage in voluntary behaviors that go beyond their formal job demands. The better the job characteristics perceived by employees, the more likely they are to engage in voluntary behaviors that support organizational effectiveness. Research on Organizational Citizenship Behavior (OCB) is also supported by findings (Janwar et al., 2024), which show that OCB plays a strategic role as a mediating variable in various relationships between work behavior variables. When employees perceive their work as challenging and providing opportunities for growth, their motivation increases, and this motivation leads to increased effort to go above and beyond the usual standard. Well designed jobs can enhance motivation, a sense of responsibility, and positive social relationships. The additional contributions employees make through OCB ultimately impact organizational effectiveness, productivity, and sustainability.

5.3 The influence of psychological capital on organizational commitment

The results of this study indicate that Psychological Capital (PsyCap) does not significantly influence Organizational Commitment. This finding differs from most previous studies, which generally found a positive relationship between PsyCap and

organizational commitment. This insignificant relationship indicates that employees' psychological Capital (self-efficacy, hope, resilience, and optimism) is not strong enough or does not play a direct role in increasing their commitment to the organization. These results provide insight that organizational commitment is more influenced by other factors, such as job satisfaction, relationships with superiors, organizational culture, reward systems, and the quality of the work environment, than by an individual's internal psychological state.

This unexpected finding can be interpreted from the perspective of contemporary organizational behavior theories. Psychological capital represents an individual-level psychological resource that primarily influences how employees cope with work demands and challenges. However, organizational commitment is often shaped more strongly by contextual and relational factors within the organization, such as leadership quality, organizational culture, fairness in reward systems, and perceived organizational support. In other words, while employees with high psychological capital may possess strong internal motivation and resilience, these personal resources do not necessarily translate into stronger attachment to the organization unless supported by a conducive organizational environment.

This finding can also be explained through the Job Demands–Resources (JD-R) framework, which suggests that personal resources such as psychological capital tend to influence motivational outcomes indirectly through behavioral mechanisms. In this study, Organizational Citizenship Behavior (OCB) appears to function as a key behavioral channel that converts psychological resources into positive organizational outcomes. Therefore, psychological capital may first stimulate proactive and prosocial behaviors such as OCB, which subsequently strengthen employees' commitment to the organization. This mechanism helps explain why the direct effect of psychological capital on organizational commitment was not significant, while the indirect effect through OCB was supported.

Psychological Capital is a positive psychological state that focuses on an individual's ability to cope with work. However, organizational commitment is determined not only by individual psychology but also by how the organization treats employees and the quality of employee interactions with the organization. Employees can have high PsyCap (resilience, optimism, and self-confidence), but if the organization does not provide support, fairness, comfort, or opportunities for growth, their commitment will remain stagnant. This means that PsyCap alone is not sufficient to drive organizational commitment. Employees with high self-efficacy or strong optimism may still be able to complete tasks well. However, their commitment to the organization depends on the quality of their relationship with the organization. The results of this study contradict previous research (Loghman et al., 2023), which found through a meta-analysis that psychological Capital has a strong positive relationship with employee performance, job satisfaction, and organizational commitment.

5.4 The effect of psychological capital (psycap) on organizational citizenship behavior (ocb)

The results showed that PsyCap has a positive and significant effect on OCB. This finding indicates that the higher the level of PsyCap an employee possesses, the greater their tendency to exhibit behaviors that benefit the organization. This finding confirms that a positive psychological state is a key factor in shaping organizational citizenship behavior.

It encourages employees to be confident in their ability to complete work and face challenges. This self-confidence encourages employees to take the initiative, which makes it easier for individuals to demonstrate OCB behaviors in their work. This psychological state creates a natural tendency for employees to engage in OCB behaviors, such as helping coworkers, maintaining a harmonious work environment, and excelling in organizational activities beyond formal obligations. (Loghman et al., 2023) Found, through a meta-analysis, that psychological Capital has a strong positive relationship with employee performance, job satisfaction, and organizational commitment.

5.5 The effect of organizational citizenship behavior (ocb) on organizational commitment

The results of the study indicate that OCB has a positive and significant effect on organizational commitment. This finding indicates that the higher the level of organizational citizenship behavior demonstrated by employees, the stronger their commitment to the organization. OCB, reflected in voluntary actions such as helping coworkers, maintaining a conducive work environment, and supporting organizational goals, significantly contributes to strengthening the psychological bond between employees and the organization. OCB is an extra-role behavior performed voluntarily without direct reward from the organization. When employees consistently demonstrate OCB, this can be seen as a form of emotional involvement with the organization.

Employees who have a strong sense of commitment to the organization will typically engage in OCB, which is an extra-role behavior performed voluntarily without direct reward from the organization. When employees consistently demonstrate OCB, this can be seen as a form of emotional engagement with the organization.

Employees who strongly care about the organization are typically more likely to take the initiative to help coworkers and demonstrate loyalty and a sense of belonging. These actions often reflect affective commitment, which is an employee's emotional bond with the organization. Therefore, the emergence of OCB indicates a strengthening of their affective commitment. (Zeng et al., 2023) Reinforces this finding by demonstrating that OCB acts as a mediating variable between psychological Capital and organizational commitment.

5.6 OCB mediates the effect of job characteristics on organizational commitment

Research results show that Organizational Citizenship Behavior (OCB) mediates the effect of Job Characteristics on Organizational Commitment. This finding confirms that favorable job characteristics such as skill diversity, autonomy, task identity, task significance, and feedback not only enhance job satisfaction or experience but also encourage OCB behaviors, which ultimately strengthen employee commitment to the organization. Thus, the relationship between job characteristics and organizational commitment is not only direct but also involves OCB as a psychological and behavioral mechanism that bridges the two. Organizational commitment does not emerge spontaneously but grows through meaningful work experiences and social and emotional relationships within the organization.

OCB acts as an intermediary mechanism where job characteristics create positive experiences, a sense of worth, and motivating working conditions. These positive

experiences encourage employees to display OCB behaviors, and OCB behaviors strengthen feelings of attachment, loyalty, and identification with the organization. In other words, OCB is a behavioral bridge connecting work experiences with organizational commitment. Without OCB, the influence of job characteristics on organizational commitment may not be as strong as when OCB acts as a mediator. Two previous studies reinforce this research: (Joo & Lim, 2009) demonstrated that job characteristics and organizational learning culture significantly influence organizational commitment and turnover intention, and (Fu & Deshpande, 2014) also found that OCB positively influences organizational commitment.

5.7 OCB mediates the effect of psychological capital on organizational commitment

The results of this study indicate that Organizational Citizenship Behavior (OCB) acts as a mediator in the relationship between Psychological Capital (PsyCap) and Organizational Commitment. This means that PsyCap not only directly influences commitment but also does so through positive behavioral mechanisms in the form of OCB. Employees with high PsyCap tend to exhibit prosocial, volunteer, and extra-role behaviors, which in turn strengthen emotional, moral, and instrumental bonds with the organization. These findings suggest that PsyCap influences OCB, which in turn increases organizational commitment. OCB serves as a crucial bridge connecting employees' psychological well-being with their long-term commitment to the organization. Although this study found that PsyCap had no partial effect on organizational commitment, when combined with OCB, OCB mediated the relationship.

Psychological Capital consists of four main components: self-efficacy, optimism, hope, and resilience. These four components create a positive psychological state that empowers employees to confidently approach work and develop strategies to achieve goals. This positive psychological state motivates employees to take extra actions that are not mandatory but beneficial to the organization, such as helping coworkers without being asked and maintaining a positive work environment. (Kim & Beehr, 2018) demonstrated that organizational support has a significant relationship with OCB, especially when employees feel valued and cared for by the organization. OCB mediates because PsyCap creates psychological energy and work motivation, enabling employees to engage more proactively and prosocially. This positive energy manifests in OCB, a voluntary behavior that goes beyond formal duties. OCB behavior strengthens organizational commitment because employees feel emotionally involved, socially accepted, and morally bound. In other words, OCB is a "behavioral pathway" that channels the positive impact of PsyCap toward organizational commitment.

5.8 Differences in the influence of job characteristics and psychological capital on organizational commitment through ocb between generation y and generation z

The results of this study indicate differences in the influence of Job Characteristics and Psychological Capital (PsyCap) between Generation Y and Generation Z on Organizational Commitment through Organizational Citizenship Behavior (OCB).

Although previous literature frequently emphasizes generational differences in work values and attitudes, the absence of significant differences between Generation Y

and Generation Z in this study suggests that situational organizational factors may play a more dominant role than generational identity in shaping employee behavior. In the context of modern workplaces, employees from different generations often work within the same organizational structures, leadership systems, and job designs. As a result, they may develop relatively similar perceptions of job characteristics and organizational expectations, leading to comparable behavioral responses in terms of OCB and organizational commitment.

Another possible explanation is related to the convergence of work values among younger generations in contemporary labor markets. Generation Y and Generation Z have both grown up in an era characterized by rapid technological development, flexible career paths, and increasing organizational mobility. Consequently, their work motivations and expectations may be more similar than traditionally assumed. This convergence may explain why both generations respond similarly to job characteristics and psychological resources in shaping OCB and organizational commitment.

These findings contribute to the growing debate in generational research, which suggests that observed differences between generations may sometimes be overstated and that organizational context may play a more substantial role in shaping employee attitudes and behaviors than generational membership alone.

These findings also confirm that each generation has different values, preferences, work motivations, and perceptions of work and organizations. Therefore, psychological mechanisms through both PsyCap and OCB do not operate the same way across the two generations. Generation Y tends to value stability, job security, and long-term career development and desires work that provides social meaning and tangible contributions. Because of these traits, rich job characteristics have the potential to be a stronger driver of OCB in Generation Y. They will be more willing to help coworkers and participate in organizational activities. In contrast, Generation Z values flexibility, diverse experiences, and freedom of expression and is less responsive to traditional elements of job characteristics such as strict task structures. Due to their more individualistic and flexible orientation, the influence of job characteristics on OCB in Generation Z tends to be weaker than in Generation Y.

Therefore, the mediating effect of OCB from job characteristics on organizational commitment differs between the two generations. This difference in influence suggests that organizations cannot apply a one-size-fits-all approach to all generations and require different strategies to maximize OCB and organizational commitment. For Generation Y, provide meaningful work, strengthen career opportunities and stability, and involve them in organizational decisions. For Generation Z, increase work flexibility, create a friendly and dynamic work environment, and provide challenging short-term projects.

6. Conclusions

This study aims to examine the effect of job characteristics and psychological capital on organizational commitment through Organizational Citizenship Behavior (OCB) and to compare these relationships between Generation Y and Generation Z employees. Based on the results of data analysis using PLS-SEM, several important conclusions can be drawn.

First, job characteristics have a positive and significant effect on organizational commitment. This finding indicates that well-designed jobs, characterized by skill variety, task identity, task significance, autonomy, and feedback, play an important role in strengthening employees' emotional attachment and loyalty to the organization.

Employees who perceive their jobs as meaningful and challenging tend to demonstrate higher levels of commitment.

Second, job characteristics also have a positive and significant effect on Organizational Citizenship Behavior (OCB). This result confirms that supportive and motivating job designs encourage employees to engage in voluntary behaviors that go beyond formal job requirements. Well-structured job characteristics foster intrinsic motivation, which in turn increases employees' willingness to contribute extra-role behaviors that support organizational effectiveness.

Third, psychological capital does not have a significant direct effect on organizational commitment. This finding suggests that positive psychological resources such as self-efficacy, hope, optimism, and resilience alone are not sufficient to directly strengthen employees' commitment to the organization. Organizational commitment appears to be more strongly influenced by situational and organizational factors rather than individual psychological states.

Fourth, psychological capital has a positive and significant effect on OCB. Employees with high psychological capital are more confident, optimistic, and resilient, which encourages them to display prosocial and voluntary behaviors in the workplace. This finding highlights the importance of psychological resources in shaping positive work behaviors.

Fifth, Organizational Citizenship Behavior (OCB) has a positive and significant effect on organizational commitment. Employees who consistently demonstrate OCB tend to develop stronger emotional bonds with the organization, reflecting higher levels of affective commitment and loyalty.

Sixth, OCB partially mediates the relationship between job characteristics and organizational commitment. This indicates that job characteristics not only directly influence commitment but also indirectly strengthen commitment through the emergence of OCB as a behavioral mechanism.

Seventh, OCB also mediates the relationship between psychological capital and organizational commitment. Although psychological capital does not directly affect organizational commitment, it influences commitment indirectly through OCB. This finding emphasizes the role of OCB as a key behavioral pathway linking employees' psychological resources to their commitment to the organization.

Finally, the results of the multigroup analysis show no significant differences between Generation Y and Generation Z in the influence of job characteristics and psychological capital on organizational commitment through OCB. This indicates that the underlying mechanisms linking job characteristics, psychological capital, OCB, and organizational commitment operate similarly across both generations.

Overall, this study concludes that organizational commitment among Generation Y and Z employees is more effectively strengthened through well-designed jobs and the promotion of positive extra-role behaviors rather than relying solely on individual psychological capital. These findings provide important implications for human resource management practices in managing a multigenerational workforce.

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