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GEN Z AT WORK: EXPLORING FACTORS SHAPING ORGANIZATIONAL CITIZENSHIP IN THE TOURISM WORKFORCE

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Abstrak

Pandemi *Covid-19* membuat industri pariwisata mengalami penurunan drastis, pada 2022 industri pariwisata bangkit kembali karena wisatawan mancanegara kembali datang ke Indonesia. Untuk mempercepat pertumbuhan ekonomi dari industri pariwisata, diperlukan peningkatan layanan dari karyawan yang bergerak dibidang pariwisata. Hal tersebut dapat terlaksana dengan adanya dukungan dari perusahaan dan juga otonomi kerja, agar karyawan Gen Z dapat menyesuaikan pelayanan dengan kondisi dilapangan. Penelitian ini bertujuan untuk mengetahui *Perceived Organizational Support* (POS) dan *Autonomy of Work* dengan mediasi *Self-Efficacy* (SE) dan *Sense of Personal Control* dapat mempengaruhi *Organizational Citizenship Behavior* (OCB). Sampel penelitian ini terdiri dari karyawan garda depan generasi Z di Industri Pariwisata. Penelitian ini menggunakan metode kuantitatif dengan jumlah total responden 411 orang. Penelitian ini menggunakan alat *Structural Equation Model*, LISREL untuk menganalisis efek mediasi dan moderasi. Hasil penelitian ini mengidentifikasi bahwa *Perceived Organizational Support*, *Autonomy of Work*, *Self-Efficacy* dan *Sense of Personal Control* mempunyai pengaruh positif signifikan terhadap *Organizational Citizenship Behavior*.

Kata Kunci: *OCB, POS, otonomi kerja, SE, sense of personal control, pariwisata*

Abstract

The Covid-19 pandemic caused the tourism industry to a drastic degression, in 2022 the tourism industry will bounce back because foreign tourists will return to Indonesia. To accelerate the economic growth of the tourism industry, it is necessary to improve services from employees working in the tourism sector. This can be done with support from the company and also work autonomy, so that Gen Z employees can adapt services to conditions in the field. This research aims to identify the *Perceived Organizational Support* (POS) and *Autonomy of Work* with the mediation of *Self-efficacy* (SE) and *Sense of Personal Control* can influence *Organizational Citizenship Behavior* (OCB). This research sample consists of generation Z frontline employees in the Tourism Industry. This research using quantitative methods with 411 respondents. This research using *Structural Equation Model*, LISREL tools to analyze mediating effects. The results of this research identify that *Perceived Organizational Support*, *Autonomy of Work*, *Self-efficacy* and *Sense of Personal Control* have a significant positive influence on *Organizational Citizenship Behavior*.

Keywords: *OCB, POS, autonomy of work, SE, sense of personal control, tourism*

Introduction

After the COVID-19 pandemic, Indonesian tourism began to increase due to the recovery of public health in Indonesia and abroad. In 2020 the tourism sector experienced a decline due to COVID-19, while in the following years it experienced an increase and it is estimated that in 2023 the tourism sector will recover, supported by support from other countries investing in the tourism sector (Kemenparekraf and Baparekraf, 2023). This was welcomed by foreign tourists as evidenced by the fact that in the first three months of 2023, foreign tourist visits increased by 508.9% compared to previous years. The success of the tourism sector in Indonesia is not only due to the natural beauty which is very beautiful and diverse, but also Indonesian tourism is famous for its friendly service and also its people so that it can make local tourists and international tourists come back to visit Indonesia. In 2023 Indonesia will get a new award as the most friendly country for Muslim tourists (Annur, 2023).

Based on the 2020 census, Generation Z or the generation born from 1997 to 2012 is a very large generation, in fact almost the majority of Indonesia's population with 27.94 percent. This shows that Gen Z plays an important role and has an influence on Indonesia's current and future development, although there are many people who doubt generation Z abilities at work. A study conducted by McKinsey (2018) states that Generation Z has four main elements that underlie their behavior. Generation Z is also referred to as the Truth-seeking Generation. "unknown identity", "communityholics", "dialoguers" and "realistic generation" Based on these characteristics, Gen Z is considered to be able to bring change to companies, especially in terms of service because they are considered more flexible to adapt their services to the changes occurring around them.

However, unfortunately generation Z is considered to have low initiative at work. They only do something that is their responsibility. This proves that Generation z employees have low levels of OCB. In fact, for frontliner employees, especially employees who work in

the tourism sector, OCB is important to implement. By implementing OCB well, employees can improve company performance through improving the services provided by employees to customers (Ma, et al., 2020).

For a variety of reasons, it has been noted that Gen Z exhibits lower levels of organizational citizenship behavior (OCB) and initiative than previous generations. According to research, Gen Z may be less grateful, which is positively correlated with both mental health and overall community benefit (OCB) (Świątek-Barylska, 2020). This is because appreciation creates moral incentives for pro-social action and overall well-being, which might lead to decreased OCB. Furthermore, Gen Z favors employment security and a feeling of purpose over other factors. They frequently choose companies based on their ethical principles and mission, which may result in a decrease in initiative and open-mindedness as they grow more risk-averse and cautious (Sofiah, et al., 2022). Despite having an entrepreneurial spirit, Gen Z members might not exhibit strong initiative and OCB in typical organizational settings because they would rather launch their own companies. Additionally, Gen Z's engagement in OCB may be impacted by the stereotype that they are self-centered and their increasing proportion in the workforce, which suggests that companies should modify their cultures to better engage this group (Yuniawan, et al., 2021). Finally, career development and organizational support have a significant impact on employee engagement and over-the-corner behavior (OCB), Gen Z employees may be less inclined to participate in OCB if they don't feel like they have possibilities for advancement or support. When compared to previous generations, Gen Z exhibits lower levels of initiative and OCB due to a combination of these variables (Wolfenbarger, 2023).

Within this framework, the term Organizational Citizenship Behaviour (OCB) designates personal actions that are voluntary, expressly acknowledged by official incentive schemes, and extend beyond the efficient operation of the company. OCB is linked to a number of intended organizational objectives, including customer satisfaction, employee

engagement, organizational efficiency, and loyalty (Ma, et al., 2022). In the tourism sector, client attraction and retention are greatly influenced by the work output and customer service provided by personnel. Along with service developments in the tourist sector, there has been a yearly increase in customer expectations for tourism services (Ma, et al., 2022). Consumers today are more seasoned, perceptive, and intentional in their travel endeavours. Because of this, they look for individualized service and try to establish connections with travel service providers, particularly lodging facilities. As representatives of the hotel, front office employees need to be proactive, imaginative, creative and frequently try their hardest to uphold organizational citizenship behaviour (OCB) (Ma, et al., 2022).

Every service interaction is distinct due to the heterogeneity of services. In order to give customized services, employees frequently have to go above and beyond the responsibilities (Ma, et al., 2021). Yet, particular duties and expectations associated with each role may limit an employee's ability to regularly offer individualized customer care. Job autonomy has been identified as a crucial element that favorably influences a number of significant employee outcomes, including job performance and job satisfaction (Ma, et al., 2022). In order to encourage employees to strive for service excellence and support Organizational Citizenship Behavior (OCB), businesses in the tourism sector must take autonomy into consideration when creating positions connected to services (Ma, et al., 2021).

The Job Characteristic Theory (Hackman and Lawler, 1971) supports the relationship between self-efficacy and Organizational Citizenship Behavior (OCB). These five job characteristics include task identity, task significance, skill variation, feedback, and autonomy. Rudolph and Katz (2017) conducted a meta-analysis based on the Job Characteristic Theory and discovered that different amounts of various job characteristic categories had a substantial impact on employee job satisfaction, job engagement, turnover, and performance. According to Tan, et al (2022)

earlier research, the organizational work environment with favorable job qualities contributes to the development of employees' self-efficacy as a psychological state. This study suggests three types of Organizational Citizenship Behavior (OCB) as results of self-efficacy: OCB toward the organization (OCB-O) (Organ, 1988) OCB toward coworkers (OCB-I), and in service-selling businesses like the tourism industry, OCB of employees toward customers (OCB-C), which is critical for improving the perceived quality of services by customers (Wang, 2021).

According to Caesens, et al (2017) when employees' basic socio-emotional needs affiliation, approbation, recognition, and emotional support are well addressed, they experience a self-improvement process that results in perceived organizational support, or POS. The Social Exchange Mechanisms and Self-Efficacy Processes are highlighted by the Organizational Support Theory in order to clarify how high POS levels relate to different positive corporate and employee attitude outcomes. According to Bandura (1997) self-efficacy—a key term in social learning theory—relates to a person's confidence in their capacity to carry out particular tasks. According to Bandura (1986) an effective person uses their cognitive, social, and behavioral skills to develop behaviors that fulfill a variety of purposes. They also know what needs to be done in various circumstances or environments. Additionally, as possible scenarios can affect one's emotions, thoughts, and behaviors, self-efficacy refers to a person's capacity to evaluate and generate the essential responses to potential situations. It has an impact on a person's objectives and expectations for results (Bandura and Wood, 1989). High self-efficacy people make the decision to take on difficult tasks and stick with lofty objectives (Ma, et al., 2022).

Positive organizational environments and job features can produce employee self-efficacy, which is a useful resource in the workplace (Bayraktar, 2020). Ma, et al (2022) state that self-efficacy contributes to workers' mental preparedness for Organizational Citizenship Behavior (OCB). According to earlier studies Kim, et al(2018), hotel staff members' self-

efficacy would improve their feedback, which would help them become more thoughtful, aware, and sportsmanlike. Resources like self-efficacy help to strengthen the relationship between job autonomy and OCB, but it's also critical for workers to feel in control of their own actions and duties, allowing them to make decisions based on their own abilities.

According to the Job Characteristics Theory, job autonomy can have an impact on an individual's sense of control. People who have more control over their jobs will feel more in charge. Likewise, workers with low autonomy typically have less discretion over how they handle demands from their jobs. Indeed, increased discretion over where, when, and how to balance work and family obligations is one way that workplace autonomy can benefit employees (Ma, et al., 2022). Additionally, C. A. Thompson and Prottas (2006) discovered a positive correlation between job autonomy and felt control, and that link is mediated by perceived control. Key outcomes include stress, life satisfaction, job satisfaction, and intentions to leave the job.

Employee performance has been shown to be significantly impacted by perceived organizational support, or POS. Based on their perception of the fairness of the advantages and rewards offered by the company, employees form social exchange connections. When employees feel that even organizational elements are working in their favor, point of sale (POS) tends to rise in less stressful circumstances. Employees place greater emphasis on Organizational Citizenship Behavior (OCB) when there is a rise in POS (Luu, et al, 2021). According to social exchange theory, a lack of perks for workers may cause them to become less committed, have greater turnover rates, and have lower OCB (Iverson and Deery, 1997; Rousseau, 2001). Stated differently, employees are more inclined to participate in OCB when they feel and receive support from their company.

Based on the explanation regarding organizational citizenship behavior and the factors that influence it, the author wants to focus on how perceived organizational support and job autonomy can influence the level of

organizational citizenship behavior, mediated by self-efficacy and sense of personal control. The gap between this research and previous research is that it is a cross-cultural research, which was previously carried out in China and America. This research is still quite rare in Indonesia, especially research on the influence of POS and autonomy on OCB in the tourism industry. Apart from that, this research also adds organizational support variables which are a limitation from previous research.

This research will add to the field's contribution by examining how organizational support factors (POS and autonomy) can develop a person's organizational citizenship behavior and add to the theoretical views of its predecessors through the theories that will be used, namely Agency theory, job characteristic theory and social exchange theory. This research will also focus on support from the organization which will influence organizational citizenship behavior at the individual level, which is something that has been researched previously suggesting a deficiency in this research theme (adding organizational environment).

Method

Sample and Procedure

Cooper and Schindler (2014) define the research population as the set of objects that researchers will use as a source for their research samples. In this study, the population under consideration consists of Generation Z employees employed in the Indonesian tourism sector or industry. According to Cohort definitions, Generation Z encompasses individuals born after the year 2000, meaning that the Generation Z participants in this research fall within the age range of 18 to 26 years and are engaged in employment within the Indonesian tourism sector. The selection of participants in this research utilized a non-probability sampling technique. The choice of non-probability sampling was made due to the impracticality of gathering data from the entire population under study. Furthermore, time constraints and limited access to a wide range of participants also influenced the use of purposive sampling.

Data collection was carried out for 40 days from September 26 2023 to November 5 and resulted in 475 participants. From the 475 participants, 411 participants were selected who were suitable for this research. There were 43 participants who were outliers because they filled out the questionnaire with a pattern, the resulting data was much different from other participants and faking goods by filling in strongly agreed on all question items. There were 21 participants who did not meet the participation requirements, such as not having worked for 1 year and not working in the tourism industry.

This research uses the CB-SEM technique by carrying out several systematic evaluations by analyzing measurement models and structural models (Jr, et al., 2019). Measurement model analysis or confirmatory factor analysis (CFA) is used to identify relationships between variables and their indicators, while structural model analysis is measurement analysis used to identify relationships between latent variables or constructs (Jr, et al., 2019). SEM analysis in this research was carried out using the Lisrel application.

Measurement model analysis or also known as confirmatory factor analysis (CFA) is carried out to determine the relationship between variables and each indicator element or factor that forms a construct (Jr, et al., 2019). The measurement model analysis aims to find out whether the instrument used can measure the variables to be studied. The validity and reliability test of the measurement model is used to measure how far the indicator items are positively correlated with each other. Validity tests should also be performed on Average Variance Extracted (AVE) values, which are the variance in an observed indicator or variable explained by a latent concept. The variable satisfies the validity requirements if the Extracted Average Variation value is greater than 0.5. In addition, the Composite Reliability (CR) value is examined during the reliability testing process. Comparatively speaking, CR is the difference between the actual and total score variance. The variable measurement model has satisfied the reliability requirements if the composite variable reliability value is higher than 0.7.

In this research, relationships between latent variables were identified through structural model analysis (Jr. et al., 2019). To test the hypothesis that has been created, the structural model analysis consists of two stages: structural model fit test analysis and causal relationship analysis. According to Jr, et al (2019) goodness of fit (GOF) evaluation consisting of absolute fit indices, incremental fit indices, and parsimony fit indices can be used to test the suitability of structural models.

To test the research hypothesis regarding the role of self-efficacy and sense of personal control on the relationship between perceived organizational support and autonomy of work to organizational citizenship behavior and also demographic data, regression analysis was used using Hayes (2015) PROCESS statistical calculation technique. which is integrated in IBM SPSS software.

Result and Discussion

Respondent Statistics & Descriptive Analysis

Out of the 411 employee responses gathered for the survey, 244 (59.4%) were female and 167 (40.6%) were male. With 232 (56.4%) having a bachelor's degree, the majority of respondents were in their twenties, accounting for 123 (29.9%) of the sample. The majority of respondents (54%), in terms of organizational tenure, had worked for the company for two to three years. An average Autonomy of Work (AW) score of 5.28 shows that the majority of respondents agree that institutions allow their employees to determine how they work themselves. This is in line with descriptive analysis. With an average score, Perceived Organizational Support (POS) shows equally positive results, indicating that the majority of respondents agree that support from institutions can bring changes to employee services.

Validity & Reliability

Overall, the findings show that all of the indicators used in this study have standardised loading factor (SLF) values more than 0.5. As such, every indicator is considered legitimate and indicative of latent conceptions. All dimensions or constructs (variables) in this

study have test results for the average variance extracted (AVE) that are greater than 0.5. Furthermore, the constructs' dependability is established by the composite reliability (CR) values, which are higher than 0.7. In Table 1 it can be seen that there are several variables that have CR values below 0.5. However, this is still acceptable that an AVE value of less than 0.5 is still acceptable as long as the Construct Reliability (CR) value is above 0.6. The results of validity and reliability tests using Lisrel 8.8 can be found in Table 1.

Table 1. Validity and Reliability Measurement

Variable	Indicator	SLF	CR	AVE
OCB	OCB1	0,47	0,36	0,87
	OCB2	0,53		
	OCB3	0,58		
	OCB4	0,54		
	OCB5	0,56		
	OCB6	0,45		
	OCB7	0,39		
	OCB8	0,55		
	OCB9	0,51		
	OCB10	0,43		
	OCB11	0,44		
	OCB12	0,46		
	OCB13	0,52		
	OCB14	0,48		
	OCB15	0,53		
	OCB16	0,55		
	OCB17	0,39		
	OCB18	0,57		
	OCB19	0,47		
	OCB20	0,51		
	OCB21	0,56		
	OCB22	0,46		
SE	SE1	0,58	0,27	0,74
	SE2	0,44		
	SE3	0,45		
	SE4	0,5		
	SE5	0,52		
	SE6	0,63		
	SE7	0,51		
	SE8	0,53		
POS	POS1	0,61	0,43	0,92
	POS2	0,52		
	POS3	0,63		
	POS4	0,68		
	POS5	0,64		
	POS6	0,66		
	POS7	0,68		
	POS8	0,74		
	POS9	0,68		
	POS10	0,72		

Variable	Indicator	SLF	CR	AVE		
SP	POS11	0,72	0,28	0,6		
	POS12	0,48				
	POS13	0,71				
	POS14	0,75				
	POS15	0,67				
	POS16	0,65				
	PM1	0,58				
	PM2	0,6				
	PM3	0,43				
	PM4	0,5				
	PC1	0,62			0,38	0,83
	PC2	0,45				
	PC3	0,57				
	PC4	0,65				
	PC5	0,61				
	PC6	0,67				
PC7	0,62					
PC8	0,55					
SP	WM1	0,7	0,95	0,97		
	WM2	0,79				
	WM3	0,67				
AW	WS1	0,73	0,80	0,92		
	WS2	0,75				
	WS3	0,69				
	WC1	0,69				
	WC2	0,73				
AW	WC3	0,57	0,82	0,92		
	PM	0,99				
	PC	0,96				
AW	WM	0,82	0,80	0,92		
	WS	0,89				
AW	WC	0,97	0,80	0,92		
	WC	0,97				

Goodness of Fit

The adequacy of the built model is assessed by scrutinising the structural model using the goodness-of-fit criterion. The GOF value of the study's data is compared to the model to determine how suitable it is. A model is considered practicable if it passes one of the procedures for determining feasibility, according to Jr, et al (2019). The following is a presentation of the structural model fit test results in Table 2.

Table 2. Value of Goodness of Fit and Structural Model

GoF	Cut-off Value	Value	Result
CFI	≥ 0.90	0.97	Good Fit
RMSEA	≤ 0.08	0.063	Good Fit
TLI/NNFI	≥ 0.90	0.97	Good Fit
GFI	≥ 0.90	0.76	Marginal Fit
AGFI	≥ 0.90	0.74	Marginal Fit

Hypothesis Testing

The GOF indicates that the structural model provides a good fit to the data. T-values indicating a significant relationship in the direct impact are those that exceed the crucial t-table values, which are 1.645 or -1.645, 95% confidence range. Based on the route results of the structural model, the proposed hypotheses H1 and H2 are thus validated and supported, since Self-efficacy (SE) is positively and directly impacted by both Autonomy of Work (AW) (t-value = 4.53) and Perceived Organizational Support (POS) (t-value = 9.39). Additionally, it is noted that AW has a positive and direct effect on SP (t-value = 12.27), whilst SE (t-value = 7.82) and SP (t-value = 5.82) both have positive and direct effects on Employee Engagement (OCB). Thus, it can be said that this investigation supports the presented hypotheses H3, H4, H5, and H6.

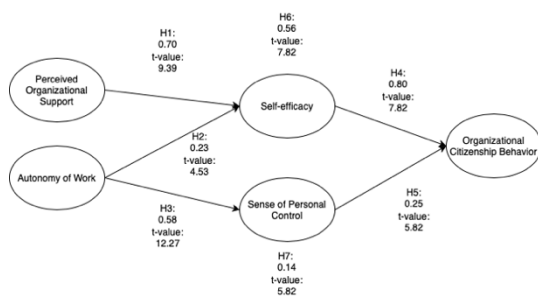


Image 1. Hypothesis

Table 3. Mediation Testing

Variabel	Standardized Loading Factor	Result
POS -> SE -> OCB	0,56	Significant
AW -> SE -> OCB	0,18	Significant
AW -> SP -> OCB	0,14	Significant

The results of the Mediation Test, which are shown in Table 3, clearly show that Self-efficacy mediating the relationship between Organizational Citizenship Behavior and Perceived Organizational Support, and the relationship between Autonomy of Work and Organizational Citizenship Behavior and Perceived Organizational Support that has a mediating effect of 7,82. This validates and lends credence to the proposed hypotheses H4 and H5. Additionally, with an SLF of 5,82, Sense of Personal Control mediates the link between Autonomy of Work and Organizational Citizenship Behavior, a significant distance from the crucial t-table value of 1.96. This suggests that the hypothesis H6, as put forth, is approved.

Discussion

The purpose of this research is to observe and identify elements that can influence employees' intentions to carry out work beyond their intended duties with various antecedents, such as autonomy of work and perceived organizational support. The variables self-efficacy and job satisfaction are mediated by psychological variables that violate contracts in startup employees in Indonesia. In this study, research respondents were generation Z employees working in the tourism industry who had worked for at least 1 year and had an age range of 18-26 years.

This research is an adaptation of the main reference research (Emily, et al., 2022), which examines the relationship between job autonomy from a company and influences employee OCB through mediation in the form of employee self-confidence and self-control among frontliner employees in the tourism sector in China. The focus of this research is workers who have worked in tourism companies in Indonesia for at least one year. Due to the differences in personality and culture that occur between China and Indonesia, employees in the same industry are the right thing to do, plus during the Covid-19 pandemic the tourism industry was greatly affected, even though before the Covid-19 pandemic the tourism industry made a significant contribution. to the Indonesian economy and society, it is important to maximize the performance and contribution of

the tourism industry which is very dependent on human resources. This research can help management, especially the tourism industry in Indonesia.

The direct relationship between perceived organizational support and self-efficacy shows significant positive results. This consistently supports previous studies. Perceived organizational support has a fairly large t-value for self-efficacy of 9.39, only slightly below the t-value for autonomy of work with self-efficacy. This shows that perceived organizational support is very important for a company with employees dominated by generation Z employees to be able to increase employee self-confidence, which in the end will influence organizational citizenship behavior as well. In the context of frontliner workers, self-efficacy is important to have, this requires employees to interact directly with customers, with support from the organization employees can more freely and confidently serve customers. This also supports previous research conducted by Kurtosis (2017) where in his research it was stated that support from the organization can increase employee self-efficacy.

Another direct relationship that has a positive and significant influence is the relationship between autonomy of work and self-efficacy and sense of personal control. This consistently supports previous research which also states that job autonomy can influence the level of self-confidence and self-control in employees. The direct relationship between autonomy of work and sense of personal control produces the largest t-value in this study of 12.27 and SLF value of 0.58. In agency theory, it is explained that there is an agency relationship between employees and the company where this relationship must reflect the organization in efficient information. Job characteristic theory also explains that job design or job autonomy is said to be able to influence job satisfaction, self-confidence, motivation and good work performance. This research shows that the above theory really applies, especially to generation Z employees in the tourism industry in Indonesia. This also supports previous research conducted by Wattoo (2020) which said that job autonomy owned by companies can increase employee self-efficacy,

not only that but will also affect employee work performance. In other research conducted by Terry (2022) also supports this by saying that the sense of personal control is directly influenced by job autonomy, employees' sense of self-control over their work will increase when they have the freedom to make their own decisions.

The direct relationship between self-efficacy and sense of personal control on organizational citizenship behavior has positive and significant results. This supports previous research which also said the same thing. This shows that increasing employee self-confidence and employee self-control in their work will influence employee OCB levels. Where this makes employees produce good work performance because they do work that exceeds the employee's work duties. In terms of the direct relationship between self-efficacy and organizational citizenship behavior, it is known that it has a fairly good t-value of 7.82 with an SLF value of 0.8. Meanwhile, the direct relationship between sense of personal control and organizational citizenship behavior only produces a t-value of 5.82 with an SLF value of 0.25. The results of this direct relationship support social exchange theory which states that in work relationships there is human interaction that will anticipate the exchange of social and emotional benefits that focus on maximizing benefits and minimizing costs that must be incurred. With support from the organization and job autonomy as antecedents of OCB, it shows that the benefits desired by employees in the form of support from the organization and job autonomy can result in more commitment and an increase in OCB. This is in line with research conducted by Thompson (2020) where in his research it was said that a high level of self-confidence and self-control in an employee's work can increase OCB.

Conclusions

The results of this research show that employees who receive support from the company and have job autonomy are able to encourage employees, especially generation Z employees, to be able to work beyond their normal work. This can be implemented by

companies to provide support and increase job autonomy in their company to increase employee self-confidence and good self-control so that it will increase organizational citizenship behavior.

This research found that perceived organizational support positively and significantly influences self-efficacy and organizational support, specifically for generation z employees who work in the tourism industry in Indonesia. This shows that support from the organization is an important thing for companies to do for their employees. This is proven by this research which produces results that with support from the company, employees tend to work better by doing things that exceed the work they are supposed to do. . Companies can provide support to employees by paying attention to employee rights and obligations, creating non-formal activities that involve the company and employees so that employees feel they have a deeper connection to the company. This research produces evidence that there is a positive and significant influence of autonomy of work on self-efficacy and sense of personal control. This shows that having good job autonomy from the company results in employees having a good level of self-confidence and self-control so that it can also influence OCB. This proves that in this research generation Z employees in the tourism industry in Indonesia have a good level of autonomy from the company so that they have a good level of self-confidence and self-control. This research looks at the relationship between self-efficacy and sense of personal control on organizational citizenship behavior where in previous research it was known that there was no significant relationship between sense of personal control and organizational citizenship behavior. This shows that in this research, Generation Z employees in the tourism industry believe that employee self-confidence and good self-control have an impact on employees so they can do things better and exceed what employees should do. This is the impact of providing support from the company which is felt by employees and also good job autonomy. so this must be maintained and improved so that employees can show excellent performance.

This research uses a cross sectional method which makes it impossible to determine the cause and effect relationship between the variables analyzed and their development over time. Data collection in this study used a questionnaire that was filled out independently by respondents, so it is possible that there may be bias that will influence the research results. The research was conducted in a fairly narrow business sector with specific ages of respondents, so the results provided are not general in nature and cannot be implemented in all business sectors and employee age ranges.

Further research can expand the scope or cover research objects by conducting and targeting more other organizational sectors. Future research in order to expand the age of respondents is not specific to the Z generation range as in this study. This research measures organizational citizenship behavior and proactive personality from the employee's perspective through a self-assessment questionnaire. Future research should also add secondary data in the form of employee performance evaluation results and assessments from the perspective of direct superiors. Researchers did not conduct follow-up interviews with respondents to confirm the respondents' perceptions in depth. For further research, it is best to use follow-up interviews to deepen the analysis of research results.

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