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Testing the Mediating Role of Work Engagement between Work Environment and Organizational Citizenship Behavior among Generation Z Employees

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Abstract

This study examines the relationship between work environment, work engagement, and Organizational Citizenship Behavior (OCB) among Generation Z employees in Bekasi, Indonesia. Previous studies generally report that work engagement mediates the relationship between supportive workplace conditions and positive organizational behavior. However, limited evidence explains whether this mechanism operates similarly among Generation Z employees in urban workplaces characterized by digital communication, workplace flexibility, and rapidly changing work expectations. This context provides a meaningful boundary condition for Social Exchange Theory (SET) and Job Demands-Resources (JD-R) Theory into positive workplace behavior. Using a quantitative cross-sectional survey, data were collected from 202 Generation Z employees working in various organizations in Bekasi, Indonesia. The proposed relationships were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings show that a supportive work environment positively and significantly influences both work engagement and OCB. However, work engagement does not significantly affect OCB and fails to mediate the relationship between work environment and OCB ($\beta = -0.017$, $p > 0.05$). These findings suggest that supportive workplace conditions directly encourage discretionary organizational behavior without requiring strong psychological attachment to work. Practically, organizations should prioritize supportive work environments, effective communication, teamwork, and collaborative organizational climates to strengthen OCB among Generation Z employees. Because this study focuses on Generation Z employees in Bekasi, the findings should be interpreted within this context. The study contributes to SET and JD-R Theory by demonstrating that work engagement may not always function as a mediating mechanism in explaining OCB among younger digital-oriented employees.

KEYWORDS

work environment; work engagement; organizational citizenship behavior; generation z employees; human resource management.

Introduction

Organizations are under growing pressure in today's business climate to retain both strong employee performance and good discretionary behaviors that contribute to organizational effectiveness. Organizational Citizenship Behavior (OCB), which describes voluntary acts taken outside of official job tasks to support colleagues and advance organizational success, is a significant type of employee discretionary behavior. OCB has developed into a strategic organizational asset due to its contributions to long-term sustainability, employee cooperation, organizational effectiveness, and productivity (Abbani et al., 2026; Asif et al., 2025; Idris et al., 2021). Previous studies have consistently emphasized the importance of work engagement in improving employee

performance and organizational outcomes. (Gemedda & Lee, 2020) and (Gómez-Salgado et al., 2024) found that work engagement positively influences innovative work behavior and task performance across different national contexts. Similarly, (Aman et al., 2023) highlighted that work engagement contributes to positive organizational outcomes such as job performance, creativity, and citizenship behavior. These findings indicate that organizations increasingly rely on engaged employees to maintain competitiveness and organizational sustainability.

Recent studies indicate that organizations increasingly rely on employees who are willing to demonstrate extra-role behaviors, especially in highly dynamic and competitive work environments. Employees with high OCB tend to voluntarily assist colleagues, maintain harmonious relationships, and actively support organizational objectives beyond their formal duties (Al-shami et al., 2023; Idris et al., 2021). Such behaviors are essential for organizational resilience and innovation in the modern workplace (Gupta et al., 2026). Furthermore, OCB has been associated with various positive organizational outcomes, including improved job performance, reduced turnover intention, stronger organizational climate, and higher organizational efficiency (Asif et al., 2025).

However, despite the recognized importance of OCB, many organizations continue to face challenges in encouraging employees to consistently engage in such voluntary behaviors. A supportive work environment contributes significantly to employee well-being, motivation, and organizational sustainability (Turner et al., 2026); (Brondino et al., 2026; Lu et al., 2026; Yilmaz & Seren Intepeler, 2023). Recent studies also suggest that positive workplace relationships and trust climate significantly contribute to employee engagement and workplace behavior. (Fiaz & Muhammad Fahim, 2023) explained that supportive workplace relational systems encourage employees to remain psychologically engaged and resilient during organizational challenges. In addition, (Aman et al., 2023) reported that trust climate positively strengthens employee engagement and work-related outcomes in cross-cultural organizational settings.

One critical factor influencing employee attitudes and behavior is the work environment. A supportive work environment provides employees with physical comfort, social support, psychological security, and conducive working conditions that enhance their well-being and motivation (Olivier-Pijpers et al., 2020; Wang et al., 2023). Previous studies emphasized that positive work environments improve employee retention, satisfaction, and career commitment (Schlieber et al., 2026). In contrast, unfavorable work environments may increase stress, burnout, disengagement, and negative workplace attitudes (Jia et al., 2026; Yilmaz & Seren Intepeler, 2023; Zhang et al., 2024).

The role of the work environment has become increasingly relevant in the era of digital transformation, hybrid work systems, and rapidly changing organizational structures. Modern workplaces are characterized by technological integration, flexible work arrangements, and evolving employee expectations, particularly among younger generations (Fiaz & Muhammad Fahim, 2023). Studies on hybrid and remote work environments reveal that unclear boundaries, excessive digital communication, and poor organizational support may negatively influence employee psychological conditions and engagement levels (Nguyen et al., 2026). Consequently, organizations are expected to create work environments that not only support operational efficiency but also foster employee engagement and positive work behaviors (Jin et al., 2026).

Among the emerging workforce generations, Generation Z employees represent a workforce cohort strongly influenced

by digital technology, flexible communication patterns, and changing work expectations (Fu et al., 2024). However, Generation Z should not be treated as a completely homogeneous group. Several characteristics are considered theoretically relevant to this study, particularly their preference for flexible work arrangements, psychological well-being, collaborative organizational climate, rapid feedback systems, and meaningful work experiences.

Work engagement is a significant psychological process that might explain the connection between the workplace and OCB. A good and satisfying psychological state relating to one's job that is marked by vitality, devotion, and immersion is referred to as work engagement. High-engagement workers typically exhibit more zeal, emotional attachment, and proactive participation in their work-related activities. Higher levels of work engagement are substantially influenced by supportive organizational settings, according to earlier study by (Pal & Bodhi, 2026). Additionally, work engagement has been found to be a mediation mechanism that links organizational characteristics, such as creative work practices and organizational attitudes, with favorable employee outcomes (Jia et al., 2026; Zhou et al., 2026).

Although previous studies have widely examined the relationships among work environment, work engagement, and Organizational Citizenship Behavior, the existing literature still reveals several important limitations. First, most previous studies primarily focused on direct relationships between organizational factors and employee outcomes without specifically testing whether work engagement functions as a mediating mechanism within the context of Generation Z employees. Second, prior studies generally treated employee populations as homogeneous groups and rarely considered how generational characteristics may influence the relationship between work environment and discretionary organizational behavior. Generation Z employees are often characterized by stronger preferences for flexibility, psychological well-being, autonomy, meaningful work, and technology-supported communication, which may shape their behavioral responses differently compared to previous generations.

Third, the existing literature has largely emphasized positive mediation effects of work engagement, while limited attention has been given to the possibility that supportive work environments may directly stimulate Organizational Citizenship Behavior without necessarily increasing work engagement. Unlike prior studies that consistently reported positive mediation effects of work engagement, this study re-examines whether supportive work environments directly stimulate Organizational Citizenship Behavior among Generation Z employees without requiring strong psychological attachment to work. This possibility is theoretically important because Generation Z employees may respond more strongly to situational workplace support, flexibility, and collaborative organizational climates than to long-term emotional attachment toward work itself.

This study addresses three important gaps in the existing literature. First, it addresses a contextual gap by focusing specifically on Generation Z employees in Indonesian urban workplaces, which remain underexplored in organizational behavior research. Second, it addresses a theoretical gap by re-examining whether work engagement functions as a significant mediating mechanism between work environment and Organizational Citizenship Behavior (OCB), as suggested by Social Exchange Theory (SET) and Job Demands-Resources (JD-R) Theory. Third, it addresses a population-based gap by investigating whether the distinctive characteristics of Generation Z employees, including stronger preferences for workplace flexibility, rapid feedback, collaborative work environments, and technology-mediated communication, may alter the engagement-based mechanism linking supportive work environments to Organizational Citizenship Behavior.

Collectively, these gaps suggest that Generation Z employees may represent a meaningful boundary condition for the engagement mechanism proposed by Social Exchange Theory (SET) and Job Demands-Resources (JD-R) Theory. Therefore, Hypothesis 4 serves as the central test of whether Generation Z employees represent a meaningful boundary condition for the engagement mechanism proposed by these theories by examining whether work engagement functions as a significant intermediary mechanism between work environment and OCB or whether supportive workplace conditions directly encourage OCB without requiring strong psychological attachment to work.

The complexity of this issue lies in the changing workforce dynamics driven by generational differences, digitalization, and evolving employee expectations. Organizations can no longer rely solely on formal job structures to maintain productivity and commitment. Instead, organizations must create supportive work environments capable of fostering employee engagement and voluntary contributions. Understanding these relationships is particularly important for Generation Z employees, who are expected to dominate the future workforce and whose workplace preferences differ from previous generations.

In light of the aforementioned context, the study's objectives are to investigate how the workplace influences organizational citizenship behavior and to assess the mediating function of work engagement among Generation Z workers. The following research issues are specifically addressed by this study: (1) Is there a correlation between the work environment and the level of engagement among Generation Z employees? Do employees' levels of work engagement significantly affect Organizational Citizenship Behavior (OCB)? and (3) How does organizational citizenship behavior relate to the workplace and does work engagement play a mediating role in this relationship? By expanding our understanding of the factors that influence the workplace attitudes and behaviors of Generation Z employees, this study is expected to contribute to the Human Resource Management (HRM) literature. The findings may also provide practical insights for organizations seeking to create supportive work environments that foster employee engagement and Organizational Citizenship Behavior among Generation Z employees.

This study offers two forms of novelty. First, the contextual novelty is reflected in the focus on Generation Z employees in Indonesia, particularly within modern urban workplaces characterized by digital work systems, organizational flexibility, and evolving work expectations. Second, this study provides theoretical novelty by re-examining the mediating role of work engagement in the relationship between work environment and Organizational Citizenship Behavior (OCB). Unlike many previous studies that consistently reported significant mediation effects of work engagement, this study suggests that Generation Z employees may respond more directly to supportive workplace conditions without requiring strong emotional attachment to work. Therefore, this study extends the perspectives of Social Exchange Theory (SET) and Job Demands-Resources (JD-R) Theory within the context of younger digital-oriented employees.

Literature Review Work Environment

The term "work environment" describes the social, psychological, and physical aspects of an employee's workplace that affect their attitudes, actions, and general productivity. Employee well-being, stress recovery, and organizational success are all impacted by physical and psychological work settings, according to earlier research (Brondino et al., 2026; Silva et al., 2026). A supportive work environment includes adequate facilities, effective

communication, positive interpersonal relationships, organizational support, and a comfortable organizational climate. In modern organizations, work environment has become increasingly important because employees are expected to work in dynamic, collaborative, and technology-driven settings.

A good work environment has been shown to have a major impact on organizational results, job satisfaction, and employee well-being. According to Jia et al. (2026), a supportive work atmosphere can boost employee morale, lower stress levels, and increase organizational commitment. Additionally, psychosocial workplace factors including safety, collaboration, and organizational support are thought to be significant predictors of employees' psychological well-being and attitudes at work (Glawing et al., 2026).

The Job Demands-Resources (JD-R) Theory explains that work environment can function as a job resource that helps employees cope with work demands, improve motivation, and enhance positive organizational behavior. Supportive work environments provide employees with emotional, social, and organizational resources that encourage greater involvement and productivity at work.

The integration of Job Demands-Resources (JD-R) Theory and Social Exchange Theory (SET) provides a comprehensive explanation of the relationship between work environment, work engagement, and Organizational Citizenship Behavior (OCB). From the JD-R perspective, supportive work environments function as important job resources that enhance employees' psychological energy, motivation, and engagement. Meanwhile, SET explains that employees who perceive organizational support and favorable workplace conditions tend to reciprocate through positive discretionary behaviors that benefit the organization, including OCB. Therefore, supportive work environments may increase employee engagement, which subsequently encourages employees to demonstrate stronger Organizational Citizenship Behavior.

Work Engagement

A pleasant and satisfying psychological state marked by vitality, devotion, and concentration in job tasks is known as work engagement. According to Handrianto et al. (2026), workers who exhibit high levels of work engagement typically exhibit passion, emotional attachment, and a strong sense of commitment in their job duties. Positive working circumstances, autonomy, and organizational support all have an impact on work engagement (Vinarski-Peretz & Kidron, 2026; Ibrahim et al. 2026). Because motivated workers are more likely to improve organizational performance and sustainability, work engagement has grown in importance within human resource management. Work engagement has been widely associated with positive employee attitudes and organizational outcomes. According (Ren et al., 2022) employees with higher work engagement tend to demonstrate stronger motivation, persistence, and enthusiasm toward their work responsibilities. Similarly, (Mudannayake et al., 2024) emphasized that work engagement encourages innovation, commitment, and proactive workplace behavior within organizational teams.

There are three aspects to work engagement: 1. Vigor, which denotes a great degree of vigor and fortitude in the workplace; 2. Dedication, which denotes a high level of engagement and zeal for one's task; 3. Absorption, which denotes complete focus and engagement in tasks. Previous studies found that supportive workplace conditions significantly influence employee engagement levels (Jin et al., 2026). Positive work environments, organizational support, and healthy communication climates help employees feel valued and motivated, which subsequently increases work engagement. Moreover, employees with high engagement are

generally more proactive, productive, and committed to organizational goals. The JD-R Theory further explains that job resources such as supportive leadership, teamwork, and workplace comfort positively influence work engagement. Employees who receive sufficient organizational support are more likely to feel psychologically connected to their work and demonstrate higher work involvement ([Handrianto et al., 2026](#)).

Organizational Citizenship Behavior (OCB)

The term "organizational citizenship behavior" (OCB) describes voluntary actions taken by employees that go above and beyond the call of duty and enhance organizational efficacy. Positive organizational results, employee cooperation, and organizational performance are all linked to organizational citizenship behavior ([Bui et al., 2025](#); [Ebberts et al., 2026](#)). OCB is considered essential for organizational success because it strengthens teamwork, organizational climate, productivity, and operational efficiency ([Gupta et al., 2026](#)). OCB includes discretionary actions such as helping coworkers, maintaining positive interpersonal relationships, supporting organizational activities, and voluntarily contributing to organizational improvement. ([Organ, 2015](#)) classified OCB into several dimensions: 1. altruism, freely lending a hand to colleagues; 2. Courtesy, sustaining positive connections with others; 3. Conscientiousness, going above and above the call of duty; 4. Sportsmanship, which involves keeping a cheerful disposition under trying circumstances; 5. Civic Virtue, which involves actively engaging in group activities. Workers with high OCB typically willingly support organizational objectives and make valuable contributions to the long-term viability of the company. According to Social Exchange Theory (SET), workers who experience favorable treatment and organizational support are more inclined to return the favor by engaging in positive discretionary behaviors like OCB. Consequently, psychological experiences of employees and organizational situations are significant determinants of OCB.

Relationship between Work Environment and Work Engagement

Employee work engagement may be greatly increased in a favorable work environment. Workers are more likely to feel inspired, passionate, and emotionally invested in their job when they are employed in workplaces that are encouraging, cozy, and psychologically secure. Employee engagement levels are positively impacted by workplace flexibility, teamwork, organizational support, and good communication.

Positive working environments increase employee engagement and lower detrimental psychological effects including stress and burnout, according to earlier research ([Jin et al., 2026](#)). In a similar vein, Jia et al. discovered that favorable opinions of the workplace greatly enhance employee psychological outcomes and lower burnout levels ([Jia et al., 2026](#)). As a result, the workplace is seen to be a significant predictor of employee engagement.

Relationship between Work Environment and Organizational Citizenship Behavior

Work environment also plays an important role in encouraging Organizational Citizenship Behavior. Employees who perceive supportive organizational conditions are more likely to voluntarily help coworkers, support organizational activities, and maintain positive workplace relationships.

According to Social Exchange Theory, employees tend to reciprocate positive workplace treatment with positive organizational behavior. A supportive work environment creates feelings of trust, fairness, and organizational support, which encourage employees to contribute beyond their formal

responsibilities.

Previous studies found that positive organizational conditions and supportive HR practices significantly influence OCB ([Waheed et al., 2025](#)). In addition, employees who feel comfortable and valued within the organization are more likely to demonstrate voluntary organizational contributions and maintain harmonious working relationships.

Relationship between Work Engagement and Organizational Citizenship Behavior

Work engagement is often associated with positive employee attitudes and behaviors, including Organizational Citizenship Behavior (OCB). Employees with high engagement levels generally demonstrate greater enthusiasm, emotional attachment, and proactive involvement in organizational activities. Previous studies have shown that engaged employees are more likely to display discretionary workplace behaviors that support organizational effectiveness and collaborative working relationships ([Alianzadeh et al., 2026](#); [Rahman & Karim, 2022](#)). Engaged employees are also more likely to contribute beyond their formal job responsibilities, maintain positive workplace interactions, and support organizational goals. Furthermore, work engagement has been identified as an important psychological mechanism connecting supportive organizational conditions with positive employee behavioral outcomes. Therefore, employees who experience high work engagement are expected to demonstrate stronger Organizational Citizenship Behavior.

Conceptual Framework

Building on previous empirical research and theoretical explanations, this study proposes a conceptual framework for examining the relationships among Work Environment, Work Engagement, and Organizational Citizenship Behavior (OCB) among Generation Z employees. Using Work Engagement as a mediating variable, the framework proposes that Work Environment influences Organizational Citizenship Behavior (OCB) both directly and indirectly. Drawing on Job Demands–Resources (JD-R) Theory and Social Exchange Theory (SET), the framework suggests that supportive workplace conditions foster higher levels of Work Engagement and encourage positive discretionary behaviors that benefit the organization.

The conceptual framework illustrates the proposed relationships among the variables examined in this study. Work Environment acts as the independent variable (X), Work Engagement serves as the mediating variable (M), and Organizational Citizenship Behavior (OCB) functions as the dependent variable (Y) (see [Figure 1](#)). Based on Job Demands–Resources (JD-R) Theory, supportive work environments provide employees with psychological, social, and organizational resources that enhance motivation, enthusiasm, and work engagement. Employees who experience higher levels of work engagement are generally expected to demonstrate stronger Organizational Citizenship Behavior through proactive involvement, voluntary contributions, and positive workplace interactions.

At the same time, Social Exchange Theory (SET) suggests that employees who perceive supportive organizational treatment may directly reciprocate through positive discretionary behaviors that benefit the organization, including OCB. Therefore, this study proposes both direct and indirect relationships between work environment and OCB.

The indirect relationship is expected to occur through increased work engagement, while the direct relationship may emerge because supportive workplace conditions can immediately encourage positive employee behavior without requiring strong psychological attachment to work. This conceptual framework was developed based on Social

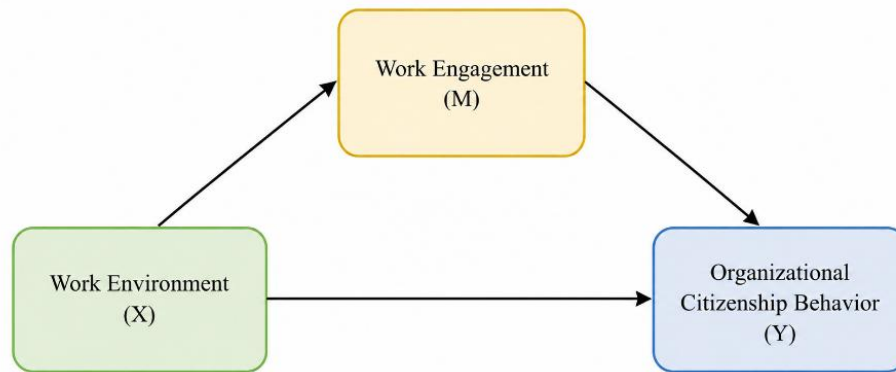


Figure 1. Conceptual Framework of the Relationship between Work Environment, Work Engagement, and Organizational Citizenship Behavior

Exchange Theory (SET) and Job Demands-Resources (JD-R) Theory to explain how supportive organizational environments may influence employee engagement and discretionary organizational behavior among Generation Z employees.

The Effect of Work Environment on Work Engagement

Work environment is considered one of the important organizational factors influencing employee psychological conditions and work attitudes. Employee motivation and emotional connection to work can be raised in a supportive work environment that is marked by good communication, organizational support, strong interpersonal interactions, workplace comfort, and safe working conditions. The workplace serves as a job resource that aids in managing work demands and raises employee engagement levels, according to the Job Demands-Resources (JD-R) Theory. Positive work environments considerably increase employee engagement and psychological well-being, according to earlier research. Workers who feel that their workplace is supportive are more likely to be enthusiastic, committed, and involved in their job. Consequently, the following theory is put forward:

H1: Work Environment has a positive and significant effect on Work Engagement.

The Effect of Work Environment on Organizational Citizenship Behavior

The term "organizational citizenship behavior" (OCB) describes voluntary employee actions that go beyond official job duties and enhance organizational efficacy. According to Social Exchange Theory, workers who get favorable treatment and assistance from their employer are more inclined to return the favor by engaging in good discretionary behavior, such as supporting organizational initiatives, assisting colleagues, and upholding cordial working relationships. Employees might feel appreciated, at ease, and supported in the company when there is a great work environment. Employees are therefore more inclined to exhibit extra-role conduct that improves cooperation and organizational effectiveness. Additionally, prior research has shown that employees' OCB is positively impacted by supportive organizational environments. The following theory is put forth in light of these arguments:

H2: Work Environment has a positive and significant effect on Organizational Citizenship Behavior.

The Effect of Work Engagement on Organizational Citizenship Behavior

Employees' positive psychological states, which are marked by vitality, devotion, and absorption, are reflected in work engagement. Workers that exhibit high levels of work engagement are often more passionate, proactive, and emotionally invested in their work and company. By exhibiting

voluntary organizational behavior outside of official job requirements, highly engaged workers are anticipated to positively contribute to the success of the firm. According to earlier studies, engaged workers are more likely to exhibit organizational citizenship behavior because they are more emotionally invested in the company. Consequently, the following theory is put forward:

H3: Work Engagement has a positive and significant effect on Organizational Citizenship Behavior.

The Mediating Role of Work Engagement

According to Handrianto et al. (2026), work engagement also acts as a mediator between the work environment and organizational citizenship behavior. Employees are more likely to be engaged and, by extension, to demonstrate excellent discretionary organizational behavior, if they work in an environment that supports them. Employees' organizational citizenship behavior is enhanced when they work in supportive contexts, as suggested by the Job Demands-Resources Theory and the Social Exchange Theory. This is because employees in such settings are more likely to feel motivated and emotionally invested in their employment. This leads us to propose the following theory:

H4: Work Engagement mediates the relationship between Work Environment and Organizational Citizenship Behavior.

Methods

Research Type

This study employed a quantitative approach using a cross-sectional survey design to examine the associations between work environment, work engagement, and Organizational Citizenship Behavior (OCB) among Generation Z employees in Bekasi. The quantitative approach was considered appropriate because the study aimed to test the proposed relationships and the mediating mechanism of work engagement using statistical analysis. However, because the study used a cross-sectional design, the findings should be interpreted as associative relationships rather than definitive causal effects.

Purposive sampling was used to recruit 202 Generation Z employees working across various sectors, including manufacturing, services, retail, education, and digital industries in Bekasi. Respondents were selected based on several inclusion criteria: (1) aged between 18 and 27 years old, (2) currently employed in formal organizations in Bekasi, and (3) having a minimum working period of six months in their current organization. The respondent eligibility was verified through screening questions included in the online questionnaire before participants proceeded to the main survey. Purposive sampling was considered appropriate because the study specifically targeted Generation Z employees who had direct experience with organizational work environments and workplace interactions relevant to the

research variables.

Data were collected using a structured online questionnaire distributed through social media platforms and professional communication networks. The questionnaire consisted of validated measurement items adapted from previous studies to measure work environment, work engagement, and Organizational Citizenship Behavior (OCB). Responses were measured using a five-point Likert scale ranging from strongly disagree to strongly agree.

The collected data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS software. The analysis included evaluation of the measurement model and structural model to test the direct and indirect relationships among variables, particularly the mediating role of work engagement in the relationship between work environment and Organizational Citizenship Behavior.

Population and Sample

The study's demographic was made up of Generation Z workers who were employed by Bekasi-based businesses and organizations. People born between 1997 and 2012 who are now working in a variety of areas, including manufacturing, services, retail, education, and the digital sector, were classified as Generation Z employees in this study.

Bekasi was chosen as the study site because it is one of Indonesia's biggest economic and industrial districts and has a sizable youth workforce. Furthermore, Bekasi's fast-paced modern workplace development, digital transformation, and varied organizational cultures offer a pertinent framework for analyzing the connection between Generation Z employees' work environment, engagement, and Organizational Citizenship Behavior (OCB).

Purposive sampling was the method of sampling employed in this investigation. The following criteria were used to choose the respondents: 1. Workers classified as Generation Z (born between 1997 and 2012); 2. Currently employed by a Bekasi-based firm or organization; 3. Have worked for at least six months in their current organization; and 4. Willing to freely engage in the study.

The sample size was determined based on the recommendation for Structural Equation Modeling-Partial Least Squares (SEM-PLS), which suggests that the minimum sample size should be 5–10 times the number of indicators used in the final measurement model. Therefore, this study employed 202 Generation Z employees in Bekasi, which was considered adequate for SEM-PLS analysis and examining the mediating role of work engagement in the relationship between work environment and Organizational Citizenship Behavior.

Research Location

The study was conducted in Bekasi, one of the largest industrial and business cities in Indonesia, characterized by rapid economic growth and a diverse workforce composition. Bekasi is home to numerous national and multinational companies operating in sectors such as manufacturing, services, retail, logistics, and digital industries. This setting provided a relevant context for examining the relationship between work environment, work engagement, and Organizational Citizenship Behavior among Generation Z employees.

In addition, the increasing adoption of digital technologies, flexible working arrangements, and modern organizational practices in Bekasi created a dynamic work environment that reflects the current challenges and expectations of Generation Z employees. Therefore, Bekasi was considered an appropriate research location for exploring employee attitudes and behaviors in contemporary workplaces.

Instrumentation

This study employed a structured questionnaire to measure work environment, work engagement, and Organizational Citizenship Behavior (OCB) among Generation Z employees. The questionnaire items were adapted from previously validated measurement scales to ensure content validity and construct reliability. The work environment variable was measured using indicators related to organizational support, communication climate, teamwork, workplace comfort, and physical work conditions adapted from previous organizational behavior studies. Work engagement was measured using the Utrecht Work Engagement Scale (UWES), which includes three dimensions: vigor, dedication, and absorption. Organizational Citizenship Behavior (OCB) was measured using indicators reflecting altruism, conscientiousness, courtesy, civic virtue, and sportsmanship.

The questionnaire initially consisted of 20 measurement items distributed across all variables. All questionnaire items were measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The instrument was translated and adapted into the Indonesian language to ensure clarity and contextual suitability for Generation Z employees in Bekasi. The questionnaire was distributed online through Google Forms to facilitate data collection.

Before the main data collection process, a pilot test involving 30 Generation Z employees was conducted to evaluate the clarity, validity, and reliability of the instrument. The pilot test results indicated that all measurement constructs achieved acceptable reliability values with Cronbach's Alpha coefficients exceeding 0.70. Several questionnaire items were revised to improve wording clarity and contextual understanding before the final distribution of the questionnaire. The collected data were further assessed using validity and reliability testing procedures through SmartPLS software.

Data Collection Procedures

Quantitative data were collected using an online survey platform through Google Forms over a three-month period from January to March 2026. The questionnaire link was distributed to Generation Z employees working in companies and organizations in Bekasi through social media platforms, email, and professional networking applications.

Before completing the questionnaire, respondents were provided with an informed consent form explaining the purpose of the study, confidentiality of responses, voluntary participation, and instructions for completing the questionnaire. Respondents who agreed to participate voluntarily proceeded to answer all questionnaire items. The questionnaire was designed to measure work environment, work engagement, and Organizational Citizenship Behavior using a five-point Likert scale. The average time required to complete the questionnaire was approximately 10–15 minutes.

During the data collection process, the researcher monitored response rates and ensured that respondents met the predetermined criteria, namely Generation Z employees who had worked for at least six months in their current organization. After the data collection period ended, all responses were screened and checked for completeness before proceeding to the data analysis stage using SmartPLS software.

Common Method Bias Prevention

To minimize the potential influence of common method bias, several procedural remedies were implemented during data collection. First, participation was entirely voluntary, and respondents were informed that their responses would remain anonymous and confidential. Second, an informed consent statement was provided before respondents accessed the

questionnaire, clearly explaining the purpose of the study and emphasizing that there were no right or wrong answers. Third, the questionnaire items were adapted from previously validated scales and were worded in a clear and neutral manner to reduce ambiguity and social desirability bias. Fourth, screening questions were used to ensure that only eligible respondents meeting the predetermined criteria completed the survey. These procedural measures were implemented to reduce the likelihood of systematic response bias before statistical assessment was conducted.

Data Analysis

Quantitative data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS software to examine the relationships between work environment, work engagement, and Organizational Citizenship Behavior (OCB) among Generation Z employees. Descriptive statistics were also used to summarize respondents' demographic characteristics, including gender, age, educational background, length of employment, and employment sector.

The data analysis process consisted of two main stages: measurement model evaluation (outer model) and structural model evaluation (inner model). The outer model assessment included convergent validity, discriminant validity, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) to evaluate the validity and reliability of the measurement instrument. Discriminant validity was specifically assessed using the Fornell-Larcker criterion, cross-loading analysis, and Heterotrait-Monotrait Ratio (HTMT).

Meanwhile, the inner model evaluation was conducted to test the research hypotheses by examining path coefficients, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). Hypothesis testing and mediation analysis were performed using the bootstrapping procedure available in SmartPLS to determine the significance of direct and indirect effects among variables. The mediating effect of work engagement on the relationship between work environment and Organizational Citizenship Behavior was specifically examined through indirect effect analysis.

Ethical Considerations

This study was conducted in accordance with ethical principles for social science research. Before participating in the study, respondents were informed about the purpose of the research, the voluntary nature of participation, their right to withdraw at any time, and the intended use of the collected data for academic purposes. An informed consent form was provided at the beginning of the online questionnaire, and only respondents who voluntarily agreed to participate were allowed to proceed with the survey. Participant confidentiality and anonymity were maintained throughout the research process, and no personally identifiable information was disclosed in the reported findings. All collected data were securely stored and used exclusively for research and academic purposes.

Result and Discussion

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. A total of 202 Generation Z employees from various companies in Bekasi participated in the study. The analysis involved measurement model assessment and structural model evaluation to examine the relationships between work environment, work engagement, and Organizational Citizenship Behavior (OCB).

Using the measurement model approach, construct validity and reliability were assessed. Reliability was

evaluated using Composite Reliability and Cronbach's Alpha, while convergent validity was assessed using outer loadings and Average Variance Extracted (AVE).

To assess common method bias, Harman's single-factor test was conducted. The result showed that the first factor explained 41.2% of the total variance, which was below the recommended threshold of 50%. Therefore, common method bias was not considered a serious issue in this study.

Table 1 demonstrates that the measurement indicators had sufficient convergent validity as all indicator loading values were greater than the suggested cutoff of 0.70. The measurement indicators used in this study were adapted from previously validated scales. The Work Environment consisted of indicators related to organizational support, communication climate, teamwork, workplace comfort, and supportive working conditions. Work Engagement construct reflected the vigor, dedication, and absorption dimensions adapted from the Utrecht Work Engagement Scale (UWES). Meanwhile, Organizational Citizenship Behavior (OCB) indicators measured discretionary workplace behaviors such as helping coworkers, organizational participation, conscientiousness, and positive interpersonal relationships. Detailed measurement items for each construct are provided in Appendix A.

SmartPLS

The results of the validity and reliability assessments of the study's constructs are displayed in Table 2. All of the variables demonstrated adequate construct reliability and internal consistency, with Cronbach's Alpha and Composite Reliability values exceeding the recommended threshold of 0.70. In addition, all AVE values were above the minimum requirement of 0.50, indicating acceptable convergent validity. Results like these prove that the method used to measure the relationships among OCB, the workplace, and employee engagement is legitimate and reliable.

Discriminant validity was first assessed using the Fornell-Larcker criterion. As presented in Table 3, the square root of the AVE for Organizational Citizenship Behavior (0.844) and Work Engagement (0.796) exceeded their correlations with other constructs. However, the square root of the AVE for Work Environment (0.794) was slightly lower than its correlation with Organizational Citizenship Behavior (0.815), indicating a close conceptual relationship between these constructs. Despite this overlap, the overall measurement model demonstrated acceptable convergent validity and reliability, supporting the suitability of the constructs for further structural model analysis.

Discriminant validity was further evaluated using the Heterotrait-Monotrait Ratio (HTMT). As shown in Table 4, the HTMT value between Work Engagement and Organizational Citizenship Behavior (0.794) was below the recommended threshold of 0.90, indicating acceptable discriminant validity. However, the HTMT values between Work Environment and Organizational Citizenship Behavior (0.911) and between Work Environment and Work Engagement (1.007) exceeded the recommended threshold. These results suggest a substantial conceptual overlap among the constructs, particularly between Work Environment and Work Engagement. This finding may reflect the close theoretical relationship proposed by Job Demands-Resources (JD-R) Theory, where supportive workplace conditions are expected to foster employee engagement. Therefore, the discriminant validity results should be interpreted with caution. Nevertheless, because the constructs demonstrated satisfactory indicator reliability, convergent validity, Composite Reliability, and Cronbach's Alpha values, and because each construct remained theoretically distinct, the measurement model was retained for structural model analysis.

Collinearity among predictor constructs was assessed using the Variance Inflation Factor (VIF). Table 5 shows that all VIF

Table 1. Outer Loading Values

Indicator	Loading
WEV1	0.771
WEV2	0.805
WEV3	0.864
WEV4	0.795
WEV5	0.728
WE1	0.759
WE2	0.850
WE3	0.776
OCB1	0.846
OCB2	0.890
OCB3	0.850
OCB4	0.733
OCB5	0.890

Source: Primary Data Processed Using SmartPLS

Table 2. Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	AVE
Work Environment	0.845	0.889	0.615
Work Engagement	0.712	0.838	0.633
OCB	0.890	0.920	0.697

Source: Primary Data Processed Using

Table 3. Discriminant Validity Assessment Using Fornell-Larcker Criterion

Construct	OCB	Work Engagement	Work Environment
OCB	0.844		
Work Engagement	0.638	0.796	
Work Environment	0.815	0.790	0.794

Source: Primary Data Processed Using SmartPLS

Table 4. Heterotrait-Monotrait Ratio (HTMT)

Construct Relationship	HTMT
Work Engagement – OCB	0.794
Work Environment – OCB	0.911
Work Environment – Work Engagement	1.007

Source: Primary Data Processed Using SmartPLS

Table 5. Collinearity Assessment (Inner VIF Values)

Relationship	VIF
Work Environment → Work Engagement	1.000
Work Environment → OCB	2.658
Work Engagement → OCB	2.658

Source: Primary Data Processed Using SmartPLS

values ranged from 1.000 to 2.658, which were well below the recommended threshold of 5.00. Therefore, multicollinearity was not considered a concern in the structural model.

Effect size analysis was conducted to determine the

contribution of each exogenous construct to the endogenous variables. As shown in Table 6, Work Environment exhibited a large effect on Work Engagement ($f^2 = 1.658$) and Organizational Citizenship Behavior ($f^2 = 0.771$). In contrast, Work Engagement showed a negligible effect on Organizational Citizenship Behavior ($f^2 = 0.000$), which is consistent with the non-significant structural path identified in the hypothesis testing results.

Predictive relevance was assessed using PLSpredict. As presented in Table 7, the Q^2 Predict values for Work Engagement (0.615) and Organizational Citizenship Behavior (0.655) were greater than zero, indicating that the model possessed adequate predictive relevance and satisfactory out-of-sample predictive capability.

To assess the structural model, SEM-PLS analysis was conducted using SmartPLS software. In Figure 2, we can see the results of the structural model, which comprise the path coefficients, outer loading values, and R-square values among the research variables.

Figure 2 presents the structural model results, including the path coefficients and R-square values among the research variables.

Table 8 presents the direct effect testing results. The findings revealed that Work Environment had a positive and significant effect on Work Engagement ($\beta = 0.790$; $p < 0.001$) and Organizational Citizenship Behavior ($\beta = 0.829$; $p < 0.001$). However, Work Engagement did not significantly influence Organizational Citizenship Behavior ($\beta = -0.017$; $p > 0.05$). Therefore, H1 and H2 were supported, whereas H3 was not supported. The mediating effect of Work Engagement was further evaluated through indirect effect analysis presented in Table 9.

Table 9 presents the indirect effect analysis of Work Engagement on the relationship between Work Environment and Organizational Citizenship Behavior. The indirect effect produced a path coefficient value of -0.013 with a t-statistic value of 0.206 and a p-value of 0.837. Since the p-value exceeded 0.05, the mediating effect was not statistically significant. Therefore, H4 was not supported, indicating that Work Engagement did not mediate the relationship between Work Environment and Organizational Citizenship Behavior. These findings suggest that the positive influence of Work Environment on Organizational Citizenship Behavior occurred primarily through a direct relationship rather than through Work Engagement as an intermediary mechanism.

Table 10 presents the coefficient of determination (R^2) values for the endogenous variables in the research model. The R-square value of Work Engagement was 0.624, indicating that Work Environment explained 62.4% of the variance in Work Engagement. Meanwhile, the R-square value of Organizational Citizenship Behavior (OCB) was 0.665, indicating that Work Environment and Work Engagement simultaneously explained 66.5% of the variance in OCB. The remaining variance may be explained by other organizational and psychological factors not included in the present research

model. Overall, the R-square values indicate that the research model has substantial explanatory power because the independent variables explained more than 60% of the variance in the endogenous variables.

Interpretation of Key Findings

This study found that the work environment significantly affected the level of engagement among Generation Z workers in Bekasi. (Ibrahim et al., 2026) and (Yang et al., 2025) found that employees are more engaged and productive in a supportive work environment. Our findings support these findings. The statistical data shows that the work environment significantly affected work engagement ($\beta = 0.790$, $p < 0.001$).

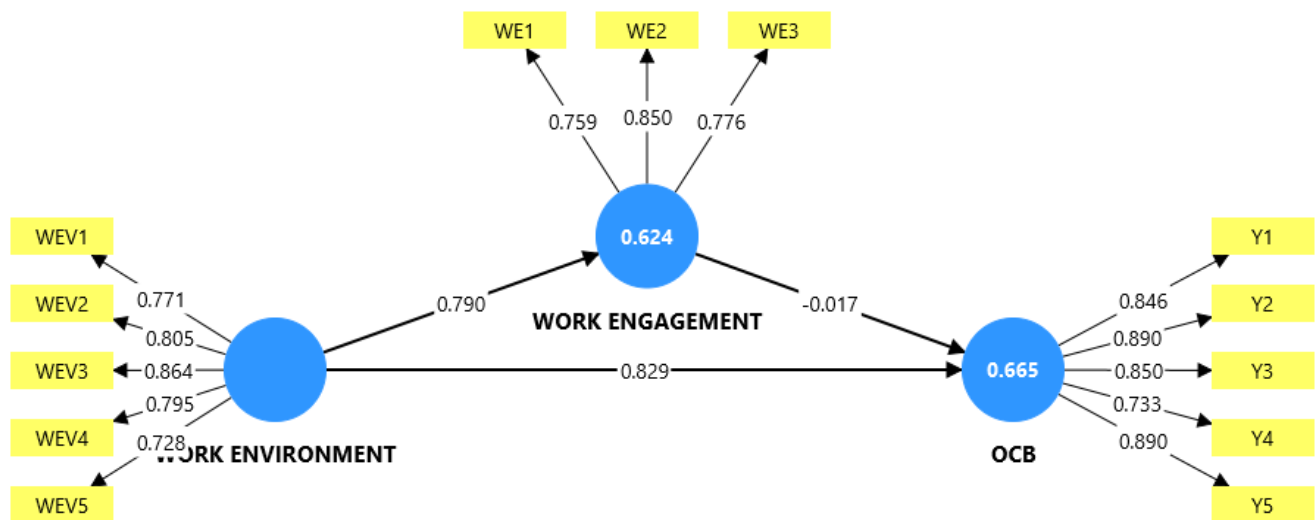


Figure 2. Structural Model Results of SEM-PLS Analysis

Table 6. Effect Size (f^2)

Relationship	f^2	Interpretation
Work Environment → Work Engagement	1.658	Large
Work Environment → OCB	0.771	Large
Work Engagement → OCB	0.000	Negligible

Source: Primary Data Processed Using SmartPLS

Table 7. Predictive Relevance (Q^2 Predict)

Construct	Q^2 Predict
Work Engagement	0.615
Organizational Citizenship Behavior	0.655

Source: Primary Data Processed Using SmartPLS

Table 8. Path Coefficient Results

Relationship	Path Coefficient (β)	T-Statistics	P-Values	Result
Work Environment → Work Engagement	0.790	18.285	0.000	Significant
Work Environment → OCB	0.829	10.832	0.000	Significant
Work Engagement → OCB	-0.017	0.209	0.834	Not Significant

Source: Primary Data Processed Using SmartPLS

Employees who report feeling supported, appreciated, and valued at work are more likely to go above and beyond in their work. These results also lend credence to the Job Demands-Resources (JD-R) Theory, which says that helping out with organizational resources can boost morale and productivity.

This result is in line with other research showing that good work environments boost employee motivation and engagement. For instance, Pal and Bodhi (2026) discovered that meaningful and encouraging work environments greatly raise employee engagement. In a similar vein, Jin et al. (2026)

noted that, especially in contemporary and digital work contexts, work surroundings have a significant impact on employees' psychological states and levels of engagement.

The findings also showed that Organizational Citizenship Behavior (OCB) was positively impacted by the workplace ($\beta = 0.829$, $p < 0.001$). According to this, Generation Z workers who have a favorable work environment are more likely to volunteer to aid coworkers, support organizational initiatives, and sustain healthy interpersonal connections in addition to their official job duties. The Social Exchange Theory (SET), which argues that employees typically return favorable organizational treatment through advantageous discretionary activities, is supported by these data. The findings also align with (Wagner & Koob, 2022) who explained that supportive organizational conditions encourage employees to demonstrate citizenship behavior through voluntary assistance, cooperation, and organizational involvement. Employees who experience positive workplace treatment are more likely to contribute beyond formal job responsibilities.

However, contrary to expectations, work engagement did not significantly influence Organizational Citizenship Behavior (OCB) ($\beta = -0.017$, $p > 0.05$). Furthermore, the mediating effect of work engagement on the relationship between Work Environment and Organizational Citizenship Behavior was not statistically significant. Therefore, H4 was not supported. These findings suggest that supportive work environments were associated with higher Organizational Citizenship Behavior among Generation Z employees even without significant mediation through work engagement.

This finding indicates that although employees may feel engaged and enthusiastic about their work, such engagement may not necessarily translate into voluntary organizational behaviors among Generation Z employees. Previous studies have suggested that younger employees often place greater emphasis on flexibility, psychological well-being, rapid feedback, and collaborative work environments (Jin et al., 2026). Therefore, it is possible that Organizational Citizenship Behavior among Generation Z employees is more strongly associated with situational workplace support and organizational climate than with deep psychological attachment to work. However, this interpretation should be viewed cautiously because the present study did not directly measure work-life balance, personal values, or motivational preferences.

Several alternative explanations should be considered, including measurement limitations, unobserved organizational factors, sectoral differences, and the cross-sectional nature of

Table 9. Indirect Effect Results

Indirect Relationship	Path Coefficient (β)	T-Statistics	P-Values	Result
Work Environment $\rightarrow$ Work Engagement $\rightarrow$ OCB	-0.013	0.206	0.837	Not Significant

Source: Primary Data Processed Using SmartPLS

Table 10. R-Square Results

Variable	R-Square	R-Square Adjusted
Work Engagement	0.624	0.622
OCB	0.665	0.662

Source: Primary Data Processed Using SmartPLS

the study. Because respondents were drawn from multiple industries, variations in organizational culture, leadership practices, and job characteristics may have influenced employee responses. Furthermore, the cross-sectional design limits the ability to capture changes in engagement and discretionary behavior over time. Therefore, the findings should be interpreted cautiously and should not be attributed solely to Generation Z characteristics.

The findings also differ from several previous studies that reported significant mediation effects of work engagement on Organizational Citizenship Behavior. One possible explanation may relate to the characteristics of Generation Z employees in Indonesian urban workplaces, where supportive communication, flexible work interactions, and collaborative organizational climates may play a more immediate role in encouraging discretionary workplace behavior. In this study, the work environment construct emphasized organizational support, teamwork, communication climate, and workplace comfort, which may directly encourage Organizational Citizenship Behavior without necessarily strengthening emotional engagement first.

Theoretically, these findings extend the application of Social Exchange Theory (SET) and Job Demands-Resources (JD-R) Theory within the context of Generation Z employees. While JD-R Theory generally suggests that supportive work environments enhance engagement, which subsequently encourages positive organizational behavior, the present findings indicate that the engagement mechanism may not always function as a significant intermediary variable among younger digital-oriented employees. Similarly, from the perspective of SET, supportive organizational treatment may directly encourage reciprocal discretionary behavior without requiring strong psychological attachment to work. Therefore, these findings refine existing organizational behavior perspectives by suggesting that direct organizational support may play a more prominent role than psychological engagement in encouraging Organizational Citizenship Behavior among Generation Z employees.

Comparison with Previous Studies

This study's findings corroborate those of previous research that has shown how much of an impact the workplace has on shaping workers' personalities and actions. According to (Schlieber et al., 2026), a pleasant work environment characterized by autonomy, cooperation, and a supportive corporate climate is known to significantly increase employee retention and successful job results. Similarly, (Alijanzadeh et al., 2026) discovered that organizational conditions and social support positively affected employee engagement and attitude toward work.

The findings of (Asif et al., 2025), who highlighted that

supportive organizational environments enable employees to engage in extra-role behaviors conducive to organizational success, are likewise consistent with the substantial association between work environment and OCB. Additionally, (Waheed et al., 2025) showed that through good organizational experiences and psychological processes, socially conscious HRM practices may increase OCB.

However, the non-significant effect of work engagement on OCB differs from several previous studies that reported significant engagement-OCB relationships. One possible explanation may relate to the characteristics of Generation Z employees in Indonesian urban workplaces, where organizational support, teamwork, communication climate, and workplace flexibility may play a more immediate role in encouraging discretionary behavior than emotional attachment to work itself.

In this study, the work environment construct emphasized supportive organizational climate, communication quality, teamwork, and workplace comfort. These situational workplace conditions may directly encourage employees to voluntarily support coworkers and organizational activities without necessarily strengthening deep psychological engagement first.

Compared to previous generations, Generation Z employees may prioritize flexibility, rapid feedback, psychological well-being, and adaptive workplace interaction patterns in evaluating workplace experiences. Therefore, discretionary workplace behavior among Generation Z employees may be more strongly influenced by immediate organizational treatment and supportive work conditions than by long-term emotional attachment toward work.

According to (Zhou et al., 2026) the association between organizational justice and creative work practices was substantially mediated by work engagement. Similarly, earlier research usually indicated that proactive workplace activity and greater organizational commitment are characteristics of engaged employees. The discrepancy in findings may be explained by generational differences, cultural context, or changing workplace values among Generation Z employees in Indonesia. Unlike previous generations, Generation Z employees may separate work engagement from voluntary organizational contributions, especially in highly dynamic and competitive work environments.

Theoretical Implications

The findings of this study contribute theoretically to the development of organizational behavior literature by extending the application of Social Exchange Theory (SET) and Job Demands-Resources (JD-R) Theory within the context of Generation Z employees in contemporary urban workplaces. Previous studies generally suggested that supportive work environments increase Organizational Citizenship Behavior through higher levels of work engagement. However, the present findings indicate that the mediating mechanism of work engagement may not always operate significantly among younger digital-oriented employees. This finding suggests that Generation Z employees may respond more directly to situational organizational support, communication quality, teamwork, and workplace flexibility without requiring strong psychological attachment to work as an intermediary mechanism.

From the perspective of JD-R Theory, supportive work environments remain important job resources that enhance employee motivation and positive workplace behavior. Nevertheless, the present findings suggest that the motivational process among Generation Z employees may function differently from previous generational models because supportive organizational conditions may directly stimulate discretionary behavior. Similarly, Social Exchange Theory (SET) explains that employees tend to reciprocate favorable

organizational treatment through positive workplace behavior. In this study, the reciprocal mechanism appears to occur directly through Organizational Citizenship Behavior rather than indirectly through work engagement. Therefore, these findings refine existing organizational behavior perspectives by indicating that direct organizational support may play a more dominant role than psychological engagement in encouraging OCB among Generation Z employees.

Managerial Implications

The findings of this study provide important managerial implications for organizations employing Generation Z employees. Since supportive work environments directly influence Organizational Citizenship Behavior (OCB), organizations should prioritize practical workplace strategies that strengthen employees' psychological comfort and collaborative experiences. Organizations are encouraged to improve supervisor support through regular communication, constructive feedback systems, mentoring practices, and transparent interpersonal interactions. Flexible work arrangements, supportive teamwork, and adaptive communication systems may also help Generation Z employees feel more comfortable and valued within the organization.

In addition, organizations should develop psychologically supportive workplace climates by encouraging open communication, peer collaboration, mutual respect, and employee participation in organizational activities. Providing rapid feedback, recognition systems, and opportunities for personal development may further strengthen positive discretionary behavior among younger employees. Because work engagement was not found to significantly mediate the relationship between work environment and OCB, organizations should not rely solely on engagement-building programs. Instead, companies should focus more directly on creating supportive organizational environments that encourage voluntary organizational behavior through positive workplace experiences and situational organizational support.

Limitations and Cautions

This study has a number of limitations that should be noted. First, the cross-sectional design limits causal inference and only allows the examination of associative relationships among the study variables. The results may not accurately reflect shifts in employee attitudes and behavior over time since they only reflect employee views at one particular moment in time.

Second, the self-reported questionnaire data used in this study may have introduced subjective answer bias and common method bias. It's possible that respondents gave socially acceptable responses, especially when it came to participation and OCB habits.

Third, the study only looked at Generation Z workers in Bekasi, which would restrict how broadly the results can be applied to other areas, sectors, or generations. In other circumstances, organizational culture, economic conditions, and demographic variables may yield different outcomes.

Lastly, the study solely looked at work environment and work engagement as OCB indicators. The research model does not account for other significant factors that might have an impact on Organizational Citizenship Behavior (OCB), such as leadership style, work satisfaction, organizational culture, psychological safety, and employee well-being.

Recommendations for Future Research

To better understand the longitudinal associations and potential causal mechanisms linking work environment, work engagement, and Organizational Citizenship Behavior, future

studies should employ longitudinal research designs. Such approaches may provide deeper insights into how employee attitudes and behaviors evolve in response to organizational conditions over time.

To gain a more thorough knowledge of employee behavior among Generation Z employees, future research should also examine other mediating or moderating variables, such as job satisfaction, psychological safety, leadership style, organizational culture, and employee well-being.

The results would be more applicable to a wider range of organizations and cultures if the study had included participants from different generations, cities, and industries. Researchers are also encouraged to use mixed-method approaches, which blend quantitative surveys with qualitative interviews, to gain a better grasp of Generation Z employees' expectations, motivations, and experiences in the modern workplace.

Conclusion

This study examined the relationships between work environment, work engagement, and Organizational Citizenship Behavior (OCB) among Generation Z employees in Bekasi, with particular attention to the mediating role of work engagement. The findings demonstrated that work environment had a positive and significant effect on both work engagement and Organizational Citizenship Behavior. These results indicate that supportive workplace conditions, effective communication, teamwork, and positive organizational climates are important factors in encouraging positive workplace behavior among Generation Z employees.

However, the most important finding of this study is that work engagement did not significantly influence Organizational Citizenship Behavior and failed to mediate the relationship between work environment and OCB. Therefore, the proposed mediating role of work engagement was not supported. This finding challenges the dominant assumption in previous organizational behavior literature that engaged employees will naturally demonstrate stronger discretionary organizational behavior.

The findings suggest that Generation Z employees may respond more directly to supportive workplace conditions, organizational support, teamwork, and communication quality without requiring strong psychological attachment to work as an intermediary mechanism. Therefore, supportive organizational environments may be more directly associated with Organizational Citizenship Behavior among younger employees in contemporary urban workplaces.

Theoretically, this study extends the application of Social Exchange Theory (SET) and Job Demands-Resources (JD-R) Theory within the context of Generation Z employees by showing that the engagement mechanism may not always function significantly in explaining positive organizational behavior among younger digital-oriented workers.

Nevertheless, the findings should be interpreted within the context of Generation Z employees in Bekasi and should be regarded as associative relationships rather than definitive causal effects due to the cross-sectional nature of the study.

Author contributions

The authors contributed collaboratively to the completion of this research and manuscript preparation. The first author was responsible for developing the conceptual framework integrating Social Exchange Theory (SET) and Job Demands-Resources (JD-R) Theory within the context of Generation Z employees, conducting the literature review, collecting and analyzing the data, and drafting the manuscript. The second author contributed to the

development of the research methodology, interpretation of the empirical findings, manuscript revision, and supervision of the overall research process. The third and fourth authors contributed to data validation, contextual interpretation of Generation Z workplace behavior, and critical review of the manuscript. All authors reviewed, approved, and agreed to the final version of the manuscript prior to submission.

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