

The Effect of Social Support and Resilience on Extra Role Behavior Through Work Engagement in Generation Z

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Keywords: Extra Role Behavior, Social Support, Work Engagement, Resilience.

Abstract: This study aims to determine the effect of social support and resilience on extra-role behavior through work engagement in Generation Z at the Central Statistics Agency. This study uses a quantitative approach with a survey model, to explain the effect of social support and resilience, and work engagement on Extra Role Behavior, with the research object of Generation Z at the Central Statistics Agency. The number of respondents as many as 288 respondents, who met the requirements and in accordance with the research objectives, examined the behavior of Generation Z with a population spread in big cities in Indonesia, who were relatively new to the world of work, the age of respondents was around the age of 21-25 years. Sampling was carried out randomly and data analysis was conducted using the PLS Structure Equation Model (SEM). The results showed that social support had a positive effect on extra-role behavior through work engagement; resilience also has a positive impact on extra-role behavior through work engagement; and work engagement has a direct positive effect on extra-role behavior. This study opens a study for further research on social support and other variables that are thought to affect extra-role behavior in Generation Z.

1 INTRODUCTION

Basically, the organization must be able to direct employees in accordance with job demands, namely in the form of mental demands and job demands which are expected to be able to have not only adequate performance but must perform extraordinarily, who can work beyond the demands of their work, or at least have extra-role behavior. Extra-role behaviors often include employee actions that assist other group members and increase the flow of information among coworkers, assist in the development of interpersonal relationships, and encourage an atmosphere of teamwork and cooperation (O'Bannon & Pearce, 1999). Katz studied and identified three main types of behavior that have a core effect on the effective operation of an organization, namely whether people will enter the organization and maintain their identity as members of the organization. Second, organizational members must meet specific requirements for a role in an interdependent system. Third, organizational members will spontaneously produce many actions other than the required role. Katz points out that an organization that only relies on the behavior required by the job description is a very fragile social system

(Zhu, Lam, & Lai, 2019). It becomes even more interesting to study whether Generation Z, which has its own characteristics, will be the same in responding to various variables or factors that influence their extra-role behavior, as stated by Katz.

Bakker & Demerouti, made a model known as The JD-R Model of Work Engagement (A.B Bakker & Demerouti, 2007), made a model on work engagement. The JD-R model explains the factors that influence work engagement, namely job resources which refer to the physical, social, and organizational aspects of work that allow individuals to reduce demands, achieve work targets, and stimulate personal growth and development. Another factor is personal resources which refer to aspects that are within the employees themselves, which include optimism, self-efficacy, and resilience.

The problem of human resource management (HRM) in organizations in general is how human resources as capital can contribute beyond the demands of work (Avey, et al, 2011; Knies, & Leisink, 2014; Chams, & García 2019; Doz, 2020), but require extra-role behaviors that often work beyond their responsibilities (Pham et al, 2019; Zhao & Zhou, 2021; Anwar et al, 2020). Extra-role behavior as a discretionary matter is related to

employee behavior, because it is outside the obligations included in the formal employment contract (Reychav & Sharkie, 2010). This is behavior that is likely to contribute positively to the advancement of the interests of the organization. Performance can only be improved if employees are ready to 'go the extra mile' or behave in an extra role (Knies and Leisink, 2014; Garay, 2006). People who want to work more than their work demands will produce extra-role performance. Several studies on extra-role performance revealed that the impact of the extra-role performance was able to increase the effectiveness and success of the organization, for example making low operating costs, faster work completion times, and optimal use of resources (V. Garay, 2006).

Generation Z, which is the unit observation of this research, as a unique digital native generation, is now entering the workplace. Studies on the characteristics of Generation Z are mostly carried out by scholars (Gargi & Maitri, 2015; Chicca, & Shellenbarger, 2018; Goh & Lee, 2018; Iftode, 2019; Chomałowska et al, 2022). Understanding the workforce of Generation Z is very important as an empirical study of previous generations such as Baby-boomers, Generation X, and Generation Y or millennials (Twenge, 2010; Goh, & Lee, 2018; Jung, et al, 2021). Generation theory assumes that we can generalize the existence of group differences to an average level in each generation to gain a better understanding of the prototypical profile and characteristics of the individual, as a theoretical framework for screening and uncovering Generation Z perceptions (Twenge et al., 2010; Goh). & Lee, 2018).

As a young generation born between 1997-2012, Generasi Z has the characteristics of being dynamic, versatile, creative, and innovative, full of energy and enthusiasm. As a result of exposure to electronic media, Generation Z has made Generation Z more competent, likes to experiment and explore, and even dares to take risks (Gargi & Maitri, 2015). At this time, in the labor market, there are employees from Gen Z, therefore it is important to investigate the demands, expectations, values, and preferences of this prospective workforce (Jerome, et al, 2014; Anderson et al, 2017). Each generation has different workplace preferences. Therefore, it is important for human resource managers (HRM) to understand the differences between each generation to be able to attract them (Jerome, et al, 2014; Singh & Dangmei, 2016). A company is required to develop a good impression as an attractive employer for its employees (Vahlström, et al. 2022). Generation Z is different from the previous generation. It should be

noted that in Generation Z there is a difference between what they declare and what they need. The paradox is that there is an opportunity for Generation Z to change their workplace, but most of them are also looking for security in their work (Chomałowska, et al, 2022).

In today's work environment, four generations coexist, with Generation Z as the newest generation. Every generation group, Baby Boomers, Generation X, Millennials, and now Human resources are the most valuable assets and organizational performance depends on capturing, developing, and exploiting explicit and implicit knowledge that exists within the organization (Reychav, I. and Sharkie, R. 2010). Each generation has unique motivations and needs, which have an impact on tenure and employee turnover (Hardin, R. M. 2020). The problem of HRM in organizations in general is how human resources as capital can contribute not only according to the demands of the job (Avey, et al, 2011; Knies, & Leisink, 2014; Chams, & García 2019; Doz, 2020), but require extra-role behaviors that often work beyond their responsibilities (Pham et al, 2019; Zhao & Zhou, 2021; Anwar et al, 2020). Extra-role behavior as a discretionary matter is related to employee behavior, because it is outside the obligations included in the formal employment contract (Reychav & Sharkie, 2010). This is behavior that is likely to contribute positively to the advancement of the interests of the organization. Performance can only be improved if employees are ready to 'go the extra mile' or behave in an extra role (Knies and Leisink, 2014; Garay, 2006).

The characteristics of Generation Z who are more familiar with the internet (Gargi & Maitri, 2015), prefer to spend their time in front of a gadget or computer screen, as if working does not require social support representing job resources and resilience aspects representing personal resources (Baker and Demerouti, 2007).). This study offers insight into at least three points. First, it provides theoretical insight into the extra-role behavior (Knies and Leisink, 2014) of Generation Z, with various predictors of social support, resilience, and work engagement. Second, our study offers a unique insight because the research respondents are Generation Z workers. Third, our study also provides practical recommendations to HRM practitioners in dealing with Generation Z employees.

2 LITERATURE REVIEW

2.1 Extra Role Behavior

Tyler and Dümbsgen (2009) in their paper explain the various understandings and results of research on extra-role behavior that extra-role behavior requires greater effort and has a wider variety of determinants. Podsakoff et al. (2013) than many group behaviors tested in previous social identity research. Because of its discretionary nature, extra-role behavior may be very open to being influenced by intrinsic motivators as the identity of the person concerned (Dick, Rolf & Haslam, Alex & Tyler, Tom & Blader, 2001). In addition, of the studies listed above, which examined the most conceptually similar behavior to extra-role behavior, some experimental studies may not replicate the real world (e.g., Karau & Williams, 1993; Worchel et al., 1998).), and others are field studies that rely on self-report measures or employee-specific samples (Bartel, 2001; Dukerich, Golden, & Shortell, 2002; Olkkonen & Lipponen, 2006; T. R. Tyler & Blader, 2000; Van Knippenberg & Van Schie, 2000).

Extra role behavior is a positive behavior of employees towards work, organization, and work environment. As a series of dynamic reactions of employees, as members of the organization to various stimuli from the internal and external environment which according to Podsakoff et al, (2013) is indicated by the indicators: a. Altruism (behavior of helping others); b. Conscientiousness (accuracy and prudence or discipline); c. Sportsmanship (sportsmanlike behavior); d. Courtesy (maintaining good relations); and e. Civic virtue (wisdom of workers). As a discretionary behavior, where people work beyond their demands (Reychav & Sharkie, 2010). Extra-role behavior becomes very important in the management of human resources in organizations (Ocampo, et al, 2018; Tagliabue, et al, 2020, Tefera, & Hunsaker, 2020).

2.2 Social Support for Work Engagement

Work engagement is defined as a positive, satisfying, work-related state of mind characterized by vigor, dedication, and absorption (W. Schaufeli et al., 2002). Work engagement is believed to be able to encourage employees to work better in the organization. Work engagement is considered the focal point of talent management in retaining employees (Christensen Hughes and Rog 2008) while, more importantly, ensuring organizational sustainability and success

(Shuck and Herd 2012). The JD-R Model explains the factors that influence work engagement, namely job resources which refer to the physical, social and organizational aspects of work that enable individuals to reduce job demands, achieve job targets, and stimulate personal growth and development. Another factor is personal resources which refer to aspects that are in the employees themselves which include optimism, self-efficacy, and resilience (Bakker & Demerouti, 2007). The influence of two factors that affect work engagement which include aspects of pressure from work, physical, mental and emotional demands, and others. The strength and weakness of work attachments will have a direct effect on performance, where performance can only match the demands of the job (in role); above the demands of work (extra role), and creativity.

Social support is one of the variables that can increase the level of employee engagement. Social support is defined as the provision of physical, emotional, informational, and instrumental assistance that a person feels from his or her social network (Cobb, 1976; Luet al., 2015). Social support includes many kinds of social, such as interaction with spouse, extended family, friends, and other people (Siklos & Kerns, 2006).

Theoretically, social support can increase employees' willingness in their efforts to complete work tasks by fostering their work environment (W. Schaufeli et al., 2009). Thus, through social support, greater fulfillment of employees' needs for competence and autonomy will be achieved (Chirkov et al., 2003). In various studies, there is a relationship between social support and work engagement (Cureton, 2014; Hengel et al., 2012; Nasurdin et al., 2018; Wiese, 2017). Great support from superiors, coworkers will make employees bound in their work. Thus, it can be hypothesized that social support has a positive effect on work engagement

H1: Social support has a positive effect on work engagement.

2.3 Work Engagement on Extra-Role Behavior

Katz points out that organizations that rely solely on the behaviors required by job descriptions are very fragile social systems. Then it takes members who behave extra role. Extra-role behaviors often include employee actions that assist other group members and increase the flow of information among coworkers, assist in the development of interpersonal relationships, and encourage an atmosphere of teamwork and cooperation (O'Bannon & Pearce,

1999). Employees who can behave in extra roles will be reflected in performance that exceeds the demands of their work, or will result in extra-role performance. Work engagement is believed to be able to encourage employees to work better in the organization. Work engagement is considered to be the focal point of talent management in retaining employees (Hughes & Rog, 2008) while, more importantly, ensuring organizational sustainability and success (Shuck & Herd, 2012).

Work engagement is defined as a positive, satisfying, work-related state of mind characterized by vigor (vigor), dedication, and absorption (Schaufeli et al., 2002). Absorption is characterized by being completely concentrated and happily engrossed in one's work, in which time passes quickly and one has difficulty disengaging from work (see also, Schaufeli and Bakker, 2004).

Various studies on work engagement show that this variable can positively influence extra-role behavior. Such research (Arnold B Bakker & Demerouti, 2007; W. Schaufeli et al., 2002; Tang, Wei, Snape, & Ng, 2015). Thus, it can be hypothesized that work engagement has a positive effect on extra-role behavior.

H2: Work engagement has a positive effect on extra-role behavior through work engagement.

2.4 Social Support for Extra-Role Behavior through Work Engagement

From the description above with the assumption of Hypothesis 1, there is a relationship between Social support and work engagement (Cureton, 2014; Hengel et al., 2012; Nasurdin et al., 2018; Wiese, 2017). It shows that Social support has a positive effect on work. Engagement, as well as Hypothesis 2, Work engagement has a positive effect on extra-role behavior. Various studies on work engagement show that this variable can positively influence extra-role behavior. As research (Arnold B Bakker & Demerouti, 2007; W. Schaufeli et al., 2002; Tang, Wei, Snape, & Ng, 2015) Thus it can be hypothesized that work engagement can mediate the effect of social support on extra-role behavior. This is also reinforced by the results of research by Baker and Demouriti (2015).

H3: Social support has a positive effect on extra-role behavior through work engagement.

2.5 Resilience to Work Engagement

Referring to the JD-R Model Baker and Demerouti, work engagement is formed or influenced by personal factors or personal resources which refer to aspects that are in the employees themselves, which include optimism, self-efficacy, and resilience. On the other hand, job engagement must be shaped by job resources that refer to the physical, social, and organizational aspects of work that enable individuals to reduce job demands, achieve job targets, and stimulate personal growth and development. Both aspects of personal resources and job resources show a positive influence on work engagement. That is, if these two aspects increase, it can increase employee work engagement. Where work engagement is defined as a positive, satisfying, work-related state of mind characterized by vigor, dedication, and absorption (Salmela-Aro & Upadyaya, 2018; W. Schaufeli et al., 2002).

One of the factors or components of personal resources is resilience. The resilience factor as a predictor of work engagement, is defined as the ability to survive or overcome difficulties from unpleasant situations and successfully adapt to change and uncertainty (McEwen, 2011). So important is the resilience factor, in 2016 the European Union has raised resilience as one of the five guiding principles for the role of the European Union in the world (Tocci, 2020). Various studies have stated that the resilience variable has a relationship with one's work engagement and can have a positive influence on work engagement. Several studies have shown a relationship between employee resilience and work engagement (Kašpárková et al., 2018; Li et al., 2020; Z. Wang et al., 2017). Thus, it can be hypothesized that resilience has a positive effect on work engagement.

H4: Resilience has a positive effect on work engagement.

2.6 Social Support for Extra-Role Behavior through Work Engagement

From the description above, assuming Hypothesis 4, it shows that resilience has a positive effect on work engagement. Several studies have also shown a relationship between employee resilience and work engagement, such as the results of research (Kašpárková et al., 2018; Li et al., 2020; Z. Wang et al., 2017). Similarly, the assumption of Hypothesis 2, that work engagement has a positive effect on extra-role behavior. (Arnold B Bakker & Demerouti, 2007;

W. Schaufeli et al., 2002; Tang, Wei, Snape, & Ng, 2015) Thus, it can be hypothesized that work engagement can mediate the effect of resilience on extra-role behavior.

H5: Resilience affects extra-role behavior through work engagement.

3 METHOD

3.1 Sample and Data Collection

This study uses a quantitative approach with a survey model, to explain the effect of Social Support (X1), Resilience (X2), and work engagement (X3) on Extra Role Behavior (Y), using a sample of Generation Z. (see figure 1).

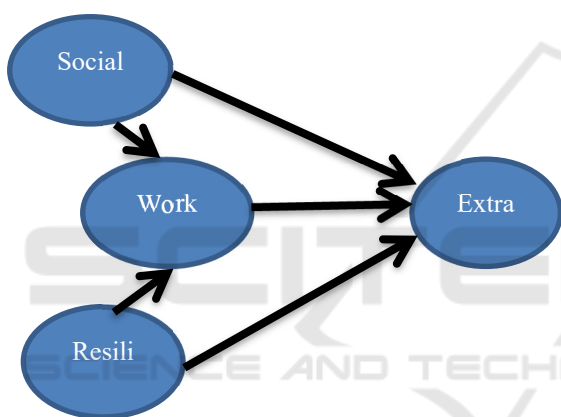


Figure 1. Research Model.

The number of samples as many as 288 employees who meet the requirements and in accordance with the research objectives examine the behavior of Generation Z with a population spread across big cities in Indonesia, who are relatively new to the world of work. The age of the respondents is around the age of 21 to 25 years, this is according to the reference of Generation Z, born 1996-2009 (Codrington & Sue Grant-Marshall, 2004). This research was conducted in the period April-May 2022. Sampling was carried out randomly. Respondents involved in this study were voluntary, without threats and coercion. The complete data on the demographics and characteristics of the respondents in this study can be seen in table 1.

Furthermore, our study instrument was adopted from a number of literatures, data were collected by questionnaire, where the questionnaire items were compiled by adopting previous instruments, such as,

extra-role behavior (Podsakoff et al, 2013), with indicators, Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic virtue, (14 items). Work engagement adopts the concept of Schaufeli & Bakker (2003) with indicators of vigor, dedication, and absorption (6 items); Social Support adopted the instrument (Susskind, 2007; Cureton, 2014; Liu et al, 2018) with the number of instruments (6 items). Resilience adopted the instrument (Wagnild & Collins, 2009), with a total of 8 questions.

Furthermore, using a Likert scale to represent responses from respondents, where 1 represents “Strongly Disagree (STS)”, 2 represents “Disagree (TS)”, 3 represents “Neutral (N)”, 4 represents “Agree (S)”, and 5 represents Strongly Agree (SS)”. The research instrument has been validated by the ethics committee of the Faculty of Economics, State University of Jakarta.

3.2 Measurement and Structural Model

The analysis technique in this study uses SEM-PLS, using PLS 3.2 software. In addition to testing the hypotheses built, this study also uses multi-group analysis, which is facilitated by the PLS software program. The aim is to test whether the research model built answers hypothesis 5, where the research model has differences between groups of male and female respondents.

The evaluation was carried out on the outer model and inner model, where the research used SEM-PLS. The basic reason for using the SEM-PLS method is because it has advantages where the previous theory has not been strongly validated. The main objective of this study is to explain the variance in the dependent construct but also to test the data based on the measurement model (Hair et al., 2017). PLS can be a multivariate estimation method that can be used to describe the simultaneous linear relationship between the variables studied in this study.

There are two main criteria used in the analysis of this measurement model including: validity and reliability (Hair et al., 2014). The first step in evaluating the external model in PLS analysis is testing to ensure that the instrument used is valid and reliable. Cronbach Alpha or Construct Reliability (CR) is a reinforcement of construction reliability (Hair et al., 2014), where a score that exceeds 0.7 indicates good construction reliability. There are two types of validity tests carried out, namely the convergent validity test and the discriminant validity test. To assess the structural model, there are several

steps, namely 1) collinearity test, 2) assessing path coefficients, and 3) assessing Goodness of Fit (Hu and Bentler, 1999; Hair et al., 2014).

4 DATA ANALYSIS AND RESULTS

4.1 Characteristics of Respondents

Table 1 informs that the respondents in this study are relatively balanced between men and women, which are 45.00 percent and 55.00 percent, respectively. Furthermore, in terms of age, according to the target of Generation Z respondents, aged 21 to 25 years. In terms of education, the majority of respondents in this study have Diploma IV (97.00 percent) and S1 (3.00 percent) education. Complete information related to the characteristics of respondents can be seen in table 1.

Table 1: Characteristics of Respondents.

Profile	Category	Amount	Percentage
Gender	Man	131	45%
	Woman	157	55%
Age	21 years old	1	0,3%
	22 years old	3	1,0%
	23 years old	43	14,9%
	24 years old	97	33,7%
	25 years old	144	50,0%
Education	Diploma III	20	7%
	Diploma IV	259	90%
	Strata 1	9	3%

4.2 The Outer Model Evaluation

The first estimate is convergent validity using AVE (Average Variance Extracted), where the size must be higher than 0.5. The results of the AVE measurement can be seen in table 2. Furthermore, as shown in Table 2, the value of Construct Reliability (CR) for each construct ranges from 0.814-0.912, exceeding 0.7 as the limit value to achieve construct reliability criteria (Hair et al. , 2014). Thus, all tested variables meet construct reliability.

The discriminant calculation can also be seen in table 3, using the Fornell-Larcker Criterion as a measure of discriminant validity. The test results for each variable (table 3) show that the value of each

variable exceeds the value of the other variables so that it has reached discriminant validity. Furthermore, the correlation matrix in table 4 provides the main support for the hypothesis and confirms the predicted relationship.

Table 2: The result of outer model calculation.

Construct	Item	Loading	α	C.R	AVE
Social Support	X31	0.799	0.813	0.876	0.639
	X32	0.829			
	X33	0.756			
	X34	0.811			
Resilience	X11	0.802	0.663	0.815	0.595
	X12	0.765			
	X13	0.747			
Work engagement	X21	0.798	0.879	0.912	0.674
	X23	0.836			
	X24	0.779			
	X25	0.841			
	X26	0.848			
Extra role behavior	Y12	0.798	0.659	0.814	0.594
	Y14	0.809			
	Y4	0.700			

Table 3: Discriminant validity.

	Extra Role Behavior	Resilience	Social Support	Work engagement
Extra Role Behavior	0.771			
Resilience	0.397	0.771		
Social Support	0.162	0.428	0.799	
Work engagement	0.359	0.734	0.505	0.821

Furthermore, collinearity can be seen in the Variance Inflation Factor (VIF) table 4. Where it does not have a value higher than 5.00 (Hair et al., 2014). The test results show that the VIF range is in the value of 1,224 - 2,400, meaning that there is no collinearity.

Table 4: Collinearity Statistics inner (VIF).

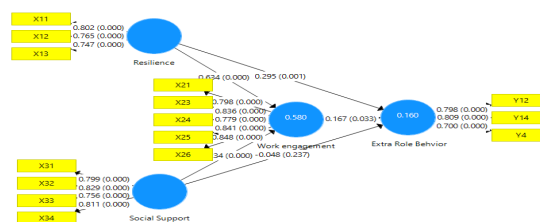
	Extra Role Behavior	Resilience	Social Support	Work Engagement
Extra Role Behavior				
Resilience	2.188			1.224
Social Support	1.355			1.224
Work Engagement	2.400			

4.3 Inner Model Assessment

The measurement model shows adequate convergent validity and discriminant validity. Therefore, the next step in PLS analysis is to develop an inner model that can be used to assess the relationship between constructs. All data were run using 500 bootstrap samples through 130 cases. Path coefficients are also used to evaluate the inner model. By using the bootstrap resampling procedure. This is a non-parametric approach used to estimate the accuracy of SEM-PLS estimation. Table 5 and Figure 2 show the inner model testing in which the results contained 5 acceptable hypotheses, by looking at the results: t-value > 1.645 (one-tailed test), p < 0.05

Table 5. Coefficient test and hypothesis testing.

	Original Sample (O)	T Statistics	P Values	Decision
H1. Social Support -> Work engagement	0.234	5.427	0.000	Approved
H2. Work engagement -> Extra Role Behavior	0.167	1.832	0.034	Approved
H3. Resilience -> Work engagement	0.634	15.064	0.000	Approved
H4. Social support -> Work engagement -> Perilaku peran ekstra	0.106	1.777	0.038	Approved
H5. Resilience -> Work engagement -> Perilaku peran ekstra	0.039	1.727	0.042	Approved



Source: own elaboration by Authors.

Figure 2. The Result SEM Analysis.

5 DISCUSSION

5.1 Social Support for Work Engagement

Social support is defined as both moral and material support given to employees by superiors, the environment, and coworkers that make employees more comfortable at work. The impact of social support will certainly have a positive impact on employees. Descriptively, the social support perceived or perceived by respondents in this study, shows a high average number of 3.53, where the highest average value is in the statement item, "My colleagues help if I get into trouble" with an average value of 3,97. Descriptive data on work engagement shows that the overall average score of work engagement is 3.45, which is included in the high category. The highest score is in the statement; I work wholeheartedly with a score of 3.75 and the next highest on the statement: I am proud of my work with a score of 3.58.

Theoretically, social support positively predicts employee engagement which has been established by a large number of previous empirical findings (Hakanen et al., 2006; Korunka et al., 2009; Llorens et al., 2006). On the one hand, social support increases the willingness of employees in their efforts to complete work tasks by fostering a work environment (W. Schaufeli et al., 2009).

Social support is one of the variables that can increase the level of employee work engagement. Social support is defined as the provision of physical, emotional, informational, and instrumental assistance that a person feels from his or her social network (Cobb, 1976; Luet al., 2015). Social support includes many kinds of social, such as interaction with spouse, extended family, friends, and other people (Siklos & Kerns, 2006).

Social support positively predicts employee engagement, which has been confirmed by a large number of previous empirical findings (Hakanen,

Bakker, Schaufeli, 2006). Liorens, S.; Bakker, A.B.; Schaufeli, W.; Salanova, M. 2006) (Korunka, C.; Kubicek, B.; Schaufeli, W.B.; Hoonakker, 2009). On the one hand, social support increases employees' willingness in their efforts to complete work tasks by fostering a work environment (Schaufeli, W.B.; Bakker, A.B.; Van Rhene, W. 2009). Social support does not mean only consisting of support in the form of physical goods (instrumental function) that other individuals in the organization provide to employees, but also the emotional characteristics of relationships between parties in the workplace that function effectively (Chirkov, V.; Ryan, R.M.; Kim, Y.; Kaplan, 2003). Theoretically, social support can increase employees' willingness in their efforts to complete work tasks by fostering their work environment (W. B. Schaufeli et al., 2009).

The results of statistical tests, show that Social support is defined as the provision of physical, emotional, informational, and instrumental assistance that is felt by someone from their social network (Cobb, 1976; Luet al., 2015), has a positive and significant effect on work engagement. This means that every increase in social support for respondents will increase the work engagement of respondents. These results strengthen the findings, (W. Schaufeli et al., 2009, Cureton, 2014; Hengel et al., 2012; Nasurdin et al., 2018; Wiese, 2017).

These results indicate that the role of Social support as a predictor, the results are significantly needed to increase work engagement, as a very important thing which indicates that respondents as employees are fully concentrated and happily engaged in work, feel time passes quickly, and have difficulty getting away from work. (Cureton, 2014). A person's engagement with his job as a motivational pathway has received wider attention in recent years, because of its capacity to increase employee intrinsic and extrinsic motivation, in the form of work involvement that can improve performance (Fernet, Austin, & Vallerand, 2012). Schaufeli also says that work engagement is a relatively enduring state of mind but can fluctuate over time (Schaufeli et al., 2002). This of course has a beneficial effect on employees and the organization, as it is positively related to employee job satisfaction (Bresó et al., 2011; Saks, 2019), health (Bresó et al., 2011), organizational commitment (Saks, 2019), and task and performance contextual (Arnold B. Bakker & Demerouti, 2007; Christian et al., 2011) and negatively related to employee turnover (Saks, 2019).

The results of this study in addition to confirming previous research, these results can show that social support is very necessary to increase work

engagement to maintain the conditions of work engagement which is very necessary for organizations.

5.2 Work Engagement on Extra-Role Behavior

Work engagement is defined as a positive, satisfying, work-related state of mind characterized by enthusiasm, dedication, and absorption (W. B. Schaufeli, Bakker, & Salanova, 2006). Work engagement refers to "a state of positive, persistent, positive, affective fulfillment of motivation" (Maslach, Schaufeli, & Leiter, 2001) characterized by absorption, dedication, and enthusiasm (W. Schaufeli, Salanova, González-romá, & Bakker, 2002).

In this study, work engagement is placed as a predictor variable of extra-role behavior. In addition, referring to the research model, work engagement is an intervening or mediating variable. As is known, referring to descriptive data from research results, for work engagement, respondents answered with a high average, as well as for extra-role behavior. The results of statistical hypothesis testing show that work engagement has a positive effect on extra-role behavior. This means that every increase in work engagement will increase extra-role behavior. The results of this study indicate that the results are still the same as previous studies or confirm previous studies (Arnold B. Bakker & Demerouti, 2007; W. Schaufeli et al., 2002; Tang, Wei, Snape, & Ng, 2015).

Schaufeli et al. (2008) asserted that work engagement explicitly conceptualizes employee involvement as a form of welfare. So that maintaining and increasing employee work engagement is important and necessary to encourage employees to work beyond the demands of their work.

5.3 Resilience to Work Engagement

The concept of resilience has been discussed many years ago as a personality trait associated with adaptability and coping (Block, 1961). When applied in the workplace, Resilience is defined as "a positive psychological capacity to recover, to 'bounce back' from adversity, uncertainty, conflict, failure, or even positive change, progress, and increased responsibility" (Luthans, 2002, p. 702). Resilience is a person's dynamic process that involves the role of individual and social or environmental factors in the workplace, which reflects a person's strength and resilience to face stressful difficult situations and rise

from negative emotional experiences when facing difficult situations. In general, Resilience is (a) capacity that reflects behavior; (b) dealing with change; and (c) related to dealing with some undesirable situations (Paul, Bamel, & Garg, 2016).

The results of the questionnaire data from the Resilience variable show an average score of 3.76 or high, where the statements answered with scores above the average are statements; I am willing to contribute positively to my work (4,14); I am strong in dealing with job failures (3.82) and I always focus on the positive (3.79). The high average score can be concluded that the resilience aspect of the respondents as employees is in high condition.

Resilience as a predictor variable on work engagement in this study, based on the hypothesis test conducted, it shows that Resilience has a significant positive effect on work engagement, meaning that any increase in Resilience will affect increasing work engagement. The results of this study confirm the results of previous studies submitted by (Baker and Schaufeli, 2007; Kašpárková et al., 2018; Li et al., 2020; Z. Wang, Li, & Li, 2017). The condition of high and significant resilience has a positive effect on work engagement, making it an ideal thing to maintain, to maintain their performance and job satisfaction.

5.4 Social Support Affects Extra-Role Behavior Through Work Engagement

The results of statistical analysis on the role of mediation or intervening or the indirect effect of the work engagement variable indicate that work engagement can function or prove to be significant as a mediating variable for the effect of social support on extra-role behavior. The mediation function is full (full mediation), because the direct effect of Social support on extra-role behavior is statistically not significant.

Holmbeck (1997) states that the difference in mediation positions can be expressed as full mediation if the direct influence of social support relations on extra-role behavior. is not significant (not support), it can be stated that Social support only has a choice of paths through mediating variables (work engagement) to influence extra-role behavior. The conclusion of full mediation can increase recommendations that are more convincing and can even be an opportunity for the renewal of studies on dissertation work.

5.5 Resilience Affects Extra-Role Behavior Through Work Engagement

Statistical results on the role of the indirect effect of Resilience on extra-role behavior through work engagement showed a significant effect. Likewise, the effect of Resilience on extra-role behavior shows a significant effect, so it can be concluded that the effect of Resilience on extra-role behavior is proven, so the work engagement function can be referred to as not being a full mediation or partial mediation. That is, Resilience can directly affect the behavior of extra roles or can be through work engagement.

When the mediation is partial, the statistical magnitude of the path can be further seen. From the statistical results, the Resilience path coefficient affects extra-role behavior at 0.295, while the total Resilience effect affects extra-role behavior through work engagement mediation, with a path coefficient of 0.106. This means that the direct influence of Resilience on extra-role behavior is greater than through indirect work engagement.

6 CONCLUSION

The results of this study strengthen previous studies that social support and resilience have a positive effect on work engagement. Work engagement also has a positive impact on extra-role behavior. Likewise, social support and resilience have a positive effect on extra-role behavior through work engagement. This study has limitations, especially since we only examine the effect of social support, resilience, and work engagement on extra-role behavior. We did not examine other variables that had a dominant effect on extra-role behavior, so we could not fully and comprehensively explain the important predictors of extra-role behavior. Therefore, further researchers can test by involving many predictor variables related to extra-role behavior, as well as the number and wider area of respondents. This will provide a more comprehensive picture of the dominant predictor of extra-role behavior, especially in the context of Generation Z employees.

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