

## Unlocking Gen Z Potential in Government Institutions: The Impact of Self-Efficacy and Job Satisfaction on Organizational Citizenship Behavior

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### ABSTRACT

*Generation Z civil servants (ASN) in Indonesia, now 8% of the workforce (312,870 employees), exhibit distinct work values that challenge traditional Organizational Citizenship Behavior (OCB) norms, such as reluctance to assist colleagues or adhere to rigid norms (Fajar, 2024). This study investigates how self-efficacy and job satisfaction influence OCB among Generation Z ASN, with job satisfaction as a mediator. Using purposive sampling, 302 ASN from XYZ Provincial Government completed validated scales for OCB, self-efficacy, and job satisfaction. Data were analyzed via PLS-SEM. Self-efficacy directly and indirectly (through job satisfaction) enhanced OCB ( $\beta = 0.145$  and  $\beta = 0.422$ , respectively;  $*p < 0.05$ ), with job satisfaction showing the strongest direct effect ( $\beta = 0.732$ ). Public sector agencies should prioritize self-efficacy-building programs (e.g., mentoring, empowerment) and job satisfaction initiatives (e.g., recognition, supportive environments) to harness Generation Z's potential for OCB, addressing their unique needs for flexibility and meaningful work.*

*Keywords: Generation Z, Self-Efficacy, Job Satisfaction, Organizational Citizenship Behavior, Civil Servants*

### INTRODUCTION

Demographic bonus is a condition in which the population of society will be dominated by individuals of productive age. Currently, the number of people of productive age is more compared to the population of non-productive age (Arum et al., 2023). The demographic bonus can occur because a country has a high proportion of young people. In 2021, the Central Statistics Agency (BPS) noted that the dependency ratio of the non-productive age population was 16.76%. This means that every 100 productive age residents will bear approximately 17 non-productive age residents. This phenomenon raises high expectations and expectations from the previous generation for Generation Z (Arum et al., 2023).

Generation Z has similarities with the previous generation, namely the millennial generation, because both are digital generations (Agarwal & Vaghela, 2018; Gentina, 2020). They tend to like a work environment that facilitates mentoring such as mentors, learning opportunities, and professional development opportunities. Although it has not yet dominated the workforce, data from the State Civil Service Agency in 2022 shows that Generation Z has begun to enter the world of work as State Civil Apparatus (ASN) by 6% (268,920) and increased to 8% (312,870) in 2023.

Generation Z prefers freedom, work-life balance, and has an optimistic personality but is susceptible to change if it does not match their life goals. They tend to change jobs if they feel they are not suitable for the work environment (Agarwal & Vaghela, 2018; Judge & Bono, 2001). According to Stillman (Stillman, 2017), Generation Z is the latest generation of workers born between 1995 and 2012 and is also known as the internet generation. Although they have similarities with the millennial generation, Generation Z has its own characteristics, such as mastery of more advanced technology, open-mindedness, and tends to be less attached to social norms.

Gazali (2019) states that Generation Z is highly dependent on technology, gadgets, and has the ability to search for information randomly. They are more comfortable obtaining information through the internet, especially in visual form. As a generation born in the post-truth era, Generation Z also adheres to the culture of instant and flexing. This causes them to know things that they don't deserve to understand too quickly because they don't have the ability to filter information, so it's easy to get confused. The many choices make Generation Z quickly bored and change jobs. The mentality of this generation is considered less resilient and it is difficult to explore the profession in depth, which has an impact on the competency of both soft skills and hard skills (Ismail & Nugroho, 2022).

Based on interviews with personnel at one of the work units of XYZ Province agencies, it is known that Generation Z ASN tends to be reluctant to help colleagues, lack respect for organizational norms, and do not participate in agency activities. If there are organizational rules that don't align with their personal values, they tend to work in their own way. This phenomenon shows that there are challenges in fostering Organizational Citizenship Behavior (OCB) among Generation Z ASN.

According to Organ (1989), Organizational Citizenship Behavior is very important for the continuity of the organization because it has a positive impact on the individual, group, and organizational level (N. P. Podsakoff et al., 2009). At the individual level, OCB can decrease the intention to leave the organization and improve the socialization process in the workplace (Kumar et al., 2016). At the group level, OCB contributes to work efficiency and lowers employee turnover rates (Scott et al., 2014). Meanwhile, at the organizational level, OCB increases effectiveness, efficiency, productivity, and profitability (P. M. Podsakoff & al., 2009).

Research shows that Generation Z still needs to increase the dimension of altruism in OCB, which is an attitude of helping each other without formal obligations (Fajar, 2024). Their direct and straightforward communication style makes them often perceived as disrespectful by the older generation (Twenge, 2010). Generation Z also tends to have a low attachment to the organization if their personal values do not match the organization's culture (Lyons, 2014). They value flexibility and freedom in work, and prioritize their own way of working if organizational rules are considered too rigid (Twenge, 2017). Generation Z is also more vocal in complaining about sub-ideal working conditions (Stewart, 2017), and tends to have low organizational commitment (Marmaya et al., 2011; Soerjoatmodjo & Natakusuma, 2022).

Several factors affect the level of OCB, among which are individual, organizational, and leadership characteristics (Singh et al., 2020). One of the characteristics of individuals that has a significant effect is self-efficacy. Cohen and Abedallah (2015) stated that self-efficacy plays an important role in influencing OCB. Employees who believe in their abilities tend to be more actively exhibiting OCB, such as taking on additional responsibilities and showing initiative in the workplace.

Research by Dewi and Sudibya (2016) shows that self-efficacy affects employee behavior, both individually and in groups, and can form optimal OCB in organizations. Syah and Safrida (2024) also show that self-efficacy can motivate the emergence of OCB and increase work effectiveness. Pradhan et al. (2014) stated that self-efficacy exerts a positive influence on OCB because an individual's belief in his or her abilities correlates with involvement in voluntary work behaviors that exceed formal responsibilities (Knight, 2009).

The relationship between self-efficacy and Organizational Citizenship Behavior (OCB) can be explained through Social Cognitive Theory developed by Bandura (1986). This theory emphasizes that an individual's belief in his own abilities has a profound effect on how he organizes and executes actions to achieve certain goals. Individuals with high self-efficacy tend to have strong intrinsic motivation, are able to face obstacles, and are more proactive in completing work tasks. This belief in self-ability not only encourages the emergence of extra-role behaviors, such as helping colleagues, being cooperative, and being loyal to the organization that is at the core of OCB, but also contributes to increased job satisfaction. Such job satisfaction in turn reinforces the individual's tendency to voluntarily contribute more to the organization, thus creating a mutually reinforcing relationship between self-efficacy, job

satisfaction, and OCB. In addition, job satisfaction is also known to mediate between various factors such as organizational fairness, commitment, self-efficacy and organizational support for OCB (Organ & Ryan, 1995; P. M. Podsakoff et al., 2000).

Self-efficacy, defined as an individual's belief in their ability to achieve desired outcomes (Bandura, 1997), significantly influences Organizational Citizenship Behavior (OCB) among Generation Z civil servants (ASN). Employees with high self-efficacy exhibit greater motivation, resilience, and proactive behaviors, such as helping colleagues and contributing beyond formal roles—key aspects of OCB (Chen et al., 2002). For Generation Z ASN, who value personal growth and adaptability, self-efficacy fosters confidence in navigating bureaucratic environments, encouraging extra-role behaviors that enhance organizational effectiveness. Social Cognitive Theory (Bandura, 1986) explains this relationship, as belief in one's capabilities drives voluntary contributions, job satisfaction, and sustained OCB.

Job satisfaction acts as a mediator between self-efficacy and OCB, as satisfied employees—particularly Generation Z ASN, who prioritize meaningful work—are more likely to engage in altruistic and cooperative behaviors. Studies (Fitri et al., 2021; Judge & Bono, 2001; Organ, 1989) confirm that satisfaction with compensation, leadership, and work environment strengthens OCB. This research addresses a gap by focusing on Generation Z's unique traits, such as digital proficiency and work-life balance expectations, and introduces job satisfaction as a critical mediator. The findings highlight strategies like empowerment and constructive feedback to boost self-efficacy, job satisfaction, and OCB, ultimately enhancing public sector performance.

This study aims to examine OCB among Generation Z civil servants, with self-efficacy as the predictor variable and job satisfaction as the mediating variable. This study advances existing research by specifically examining the interplay between self-efficacy, job satisfaction, and Organizational Citizenship Behavior (OCB) among Generation Z civil servants (ASN) in Indonesia's public sector—a demographic largely overlooked in prior OCB studies (Agarwal & Vaghela, 2018; Stillman, 2017). Unlike previous work that generalized across generations or focused on private-sector employees (Judge & Bono, 2001; P. M. Podsakoff et al., 2000), this research highlights Generation Z's unique traits, such as digital proficiency, work-life balance preferences, and lower organizational attachment (Ismail & Nugroho, 2022; Twenge, 2006), which shape their OCB dynamics. It introduces job satisfaction as a critical mediator, a relationship underexplored in Generation Z ASN contexts (Lestari et al., 2024), and employs PLS-SEM to validate this mediation—a methodological gap in earlier studies (Cohen & Abedallah, 2015). By addressing these gaps, the study offers tailored insights for public sector management, emphasizing competency training and recognition to enhance self-efficacy and job satisfaction, thereby fostering OCB in a generation prone to disengagement (Soerjoatmodjo & Natakusuma, 2022).

## METHOD

The study focuses on Generation Z State Civil Apparatus (ASN) in the XYZ Provincial Government Agency, with a population of 1,401 employees. Using purposive sampling, 320 respondents were selected based on criteria: (1) born between 1995–2010 and (2) having at least one year of service. The sample size aligns with Krejcie and Morgan's (1970) recommendations for a population of 1,400.

Three validated scales were used:

1. **OCB Scale** (Podsakoff et al., 1990): Measures five dimensions (Altruism, Courtesy, Sportsmanship, Civic Virtue, Conscientiousness) with 24 Likert-scale items (1–5). Reliability tests showed strong consistency (Cronbach's Alpha = 0.970).
2. **Self-Efficacy Scale** (adapted from Novrianto et al., 2019): Assesses workplace confidence with 10 Likert-scale items (1–5), demonstrating high reliability (Cronbach's Alpha = 0.956).
3. **Job Satisfaction Scale** (Spector, 1997): Evaluates nine aspects (e.g., salary, promotion, co-workers) via 36 Likert-scale items (1–5), with excellent reliability (Cronbach's Alpha = 0.981).

Data collection occurred from October 11–20, 2024, via Google Forms after obtaining institutional approval and participant consent. Analysis was conducted using **Partial Least Squares-Structural Equation Modeling (PLS-SEM)** to assess relationships between self-efficacy, job satisfaction, and OCB, with job satisfaction as a mediator. Outer model evaluation confirmed validity (loading factors  $\geq 0.7$ ) and reliability for all constructs.

**RESULTS AND DISCUSSION**

**Test Subject Description**

The subjects in this study are ASN Generation Z in Provincial Government Agencies XYZ with a period of birth year 1995-2000 with a minimum of 1 year of service, namely 320 subjects. The characteristics of the subjects in this study included gender, birth period and working period. The following is a table of the characteristics of the participants of this study:

**Table 1. Results of Subject Description Analysis**

Demographic Profile	Description	Sum	Percentage
1. Gender	Male - Male	120	37,5%
	Woman	200	62,5%
2. Birth Period	Early Generation Z (1995-2000)	285	89,1%
	Generation Z middle (2001-2002)	35	10,9%
3. Employment Period	1-2 Years	70	21,8%
	3-5 Years	176	55,0%
	>5 Years	74	23,2%

Source: IBM For Windows SPSS Series 25 Program Output

Based on the table above, it shows that of the 320 respondents studied, there were 120 people or 37.5% with male gender, while 200 people or 62.5% with female gender. Subjects with the early z generation, namely born in 1995-2000, were born in 1995-2000 as many as 285 people with a percentage of 89.1% and subjects with the middle z generation, namely 35 people born in 2001-2002 with a percentage of 10.9%. Respondents based on the 1-2 years of service amounted to 70 people with a percentage of 21.8%, subjects with a working period of 3-5 years amounted to 176 people with a percentage of 55% and subjects with a working period of >5 years amounted to 74 people with a percentage of 23.2%.

**Direct Influence Hypothesis Test**

**Table 2. Direct Influence Hypothesis Test Results**

Variable	Path Coefficient	T Count	P-Value
Self-Efficacy on OCB	0,145	2,104	0,031
Self-Efficacy on Job Satisfaction	0,653	8,124	0,000
Job Satisfaction with OCB	0,732	9,422	0,000

Source: SmartPLS Output 3.2.8

The results of hypothesis test 1 which stated that self-efficacy influenced OCB ASN Generation Z showed that self-efficacy influenced OCB ASN Generation Z even though it had a relatively small effect ( $\beta = 0.145$ ). At the t-calculated value (2.104) > the t-table (about 1.96 at a significance level of 5%), so the hypothesis that transformational leadership affects OCB is acceptable. A p-value = 0.031 (< 0.05) indicates that this relationship is statistically significant. This shows that self-efficacy can encourage OCB for generation z ASN, but it is not the main factor in increasing OCB.

The results of hypothesis test 2 which stated that self-efficacy influenced the Job Satisfaction of ASN Generation Z produced a very strong and significant influence on job satisfaction ( $\beta = 0.653$ ). At the t-count value (8.124) it is much larger than the t-table, indicating a very strong and convincing relationship. The p-value = 0.000 (< 0.01) confirms that this relationship is very significant.

The results of hypothesis test 3 which states that Job Satisfaction influences OCB of ASN Generation Z shows that job satisfaction has a very strong and significant influence on OCB ( $\beta = 0.732$ ).

At the t-count value (9.422) it is much larger than the t-table, which means this relationship is very strong. The p-value = 0.000 (< 0.01) confirms that this relationship is very significant. This suggests that employees who are satisfied with their jobs tend to be more willing to take on extra tasks outside of responsibility.

**Test the Indirect Influence Hypothesis**

**Table 3. Indirect Influence Hypothesis Test Results**

Variable	Path Coefficient	T Count	P Value
Self-Efficacy of OCB through Job Satisfaction	0,422	6,123	0,000

Source: SmartPLS Output 3.2.8

The results of hypothesis test 4 which stated that self-efficacy influenced OCB of ASN Generation Z through Job Satisfaction showed that self-efficacy had a significant direct impact on OCB ( $\beta = 0.422$ ), with a t-statistical value of 6.123 and a p-value of 0.000. However, the indirect impact through job satisfaction was greater ( $\beta = 0.422$ ), which confirms the mediating role of job satisfaction in the relationship between self-efficacy and OCB ASN Generation Z. This shows that job satisfaction plays a mediator that strengthens the influence of self-efficacy on OCB.

**Discussion**

The results of this study show that self-efficacy has a positive and significant effect on OCB ASN Generation Z through job satisfaction as a mediator. These findings indicate that Generation Z ASNs who have high confidence in their ability to complete tasks, are more likely to feel satisfied in their work and subsequently show Organizational Citizenship Behavior (OCB). According to Bandura (1997), high self-efficacy encourages individuals to act proactively, persevere in the face of challenges, and complete tasks with confidence, all of which are the basis of OCB behavior.

ASN Generation Z who have high self-efficacy feel better able to manage workload and adapt to bureaucratic dynamics. This has an impact on increased job satisfaction, as individuals feel empowered and able to make a real contribution in their roles. Employees who are satisfied with their jobs are more likely to display extra-role behaviors, such as helping colleagues, providing new ideas, and showing loyalty to the organization (Luthans et al., 2008; Walumbwa et al., 2004). These findings are in line with the approach of *Social Cognitive Theory* (Bandura, 1986), which emphasizes that belief in personal abilities plays an important role in influencing a person's motivations, actions, and emotions in the context of work.

In the context of ASN Generation Z, who are known to appreciate self-development, technology, and meaning in work, self-efficacy plays a key role in creating a sense of satisfaction with the role they are playing. This sense of satisfaction then triggers the emergence of OCB which is shown in the form of loyalty, social responsibility, and voluntary contribution to the organization's goals. These results support previous findings (Judge & Bono, 2001; Zhang et al., 2014), that self-efficacy contributes to job satisfaction and prosocial behavior of employees.

Thus, the influence of self-efficacy on OCB does not only take place directly, but also through the role of job satisfaction as a mediator. Civil servants with high self-efficacy feel more motivated, confident, and satisfied in their work, so they are more motivated to take actions that go beyond formal demands. Therefore, organizations need to create an environment that supports increasing self-efficacy, such as training, recognition of achievements, and employee empowerment, in order to strengthen job satisfaction and encourage OCB behavior in a sustainable manner in ASN Generation Z.

**CONCLUSION**

This study demonstrates that self-efficacy positively and significantly influences Organizational Citizenship Behavior (OCB) among Generation Z civil servants (ASN), both directly and through job satisfaction as a mediator. Highly self-efficacious ASN exhibit greater confidence in tackling work challenges and proactively engage in extra-role behaviors, such as assisting colleagues and demonstrating organizational loyalty, while job satisfaction further amplifies this relationship. To foster

such behaviors, regional government agencies (OPDs) should implement programs enhancing self-efficacy—such as competency training, mentoring, and empowerment initiatives—and boost job satisfaction through recognition, constructive feedback, and a supportive work environment. Future research could expand by including ASN from diverse agencies or regions and incorporating additional variables like organizational support, work culture, or work-life balance to deepen understanding of OCB dynamics in the public sector.

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