

# Extra Role Behavior in Generation Z Employees Reviewing from Social Support, Resilience and Work Engagement Aspects

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## ABSTRACT

This study aims to examine the effect of social support, resilience, and work engagement on extra-role behavior in generation Z. This study uses a quantitative approach with a survey model, to explain the effect of social support (X2), resilience (X1), and work engagement (X3) on Extra Role Behavior (Y), using a sample of Generation Z. 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 over big cities in Indonesia, who are relatively new to the world of work, the age of the respondents is approx. age 23 to 25 years, this is according to the reference of Generation Z, born 1996-2009 (Codrington & Sue Grant-Marshall, 2004). Sample selection was done randomly and data analysis using PLS Structure Equation Model (SEM).

The results of the study found that social support had a positive effect on work engagement; social support has no significant negative effect on extra-role behavior; resilience has a significant positive effect on work engagement; Resilience has a significant positive effect on extra-role behavior. And lastly, work engagement has a significant positive effect on extra-role behavior. This study opens the study for further research on social support which has a negative and insignificant effect on extra-role behavior in Generation Z.

**Keywords:** extra role behavior, social support, work engagement, resilience

## INTRODUCTION

Generation Z 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; Chomątowska 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 (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).

Generation Z the young generation born between 1997-2000, has dynamic characteristics, 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, human resource managers (HRM) need to understand the differences of 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).

Generation Z has entered the world of work, this must be considered by human resource managers. HRM professionals are tasked with managing a multicultural and multi-generational workforce (DelCampo, 2017). The results of the study indicate that the management of human resources, which is weak, will have an impact on organizational performance (Combs et al., 2006).

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 importance of extra-role behavior is a theoretical and empirical concern, very special because it involves the concept of discretionary efforts and organizational citizenship behavior of employees (Ocampo, et al, 2018; Tagliabue, et al, 2020, Tefera, & Hunsaker, 2020). Referring to Ocampo, et al, (2018), in 1966, Katz and Kahn 1966 were the first to observe the extra-role behavior of employees at work. Then in 1983, Bateman and Organ coined the term "organizational citizenship behavior" (OCB). Organ (1997) later redefined the concept, referring to OCB as independent work-related behavior that goes beyond routine tasks and that supports one's social or psychological environment (Cem-Ersoy et al., 2015). It can be concluded that extra role behavior and OCB have the same meaning.

Many studies have been conducted on extra-role behavior that is influenced by external aspects, the organizational environment, and the internal aspects of the employees themselves (Baker & Demerouti, 2007; Yu, et al, 2021; Nanang, et al, 2021; Dierdorff, et al, 2021; Naully, et al, 2022; Chiaburu, et al, 2022;). However, the study of extra-role behavior is still important in the development of human resources, especially in the presence of generation Z workers.

One problem facing organizations today is the difficulty of obtaining workers with traditional employment relationships, in the form of long-term commitment, reciprocity, and job security (Cappelli, 1999; Sharkie, 2005). The difficulty of retaining employees in the company, the difficulty of engaging as an employee or employee engagement (Bakker & Demerouti, 2007), whereas

engagement is an important predictor of extra-role behavior (Wiese, 2017; Hengel, 2012; Nasarudin et al, 2018; Cureton, 2014; Oppedal & Idsoe, 2015).

Baker and Demouroti (2007), create a Job-demand Resources model or JDR model in which to realize extra roles through work engagement, which is sourced from job resources that refer to the physical, social, and organizational aspects of work that allow individuals to reduce demands. in achieving work targets and stimulating 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.

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 work does not require social support representing job resources and resilience aspects represent personal resources (Baker and Demouroti, 2007). ). This study offers insight into at least three points. First, it provides theoretical insight into 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.

## **LITERATURE REVIEWS**

### **Extra role behavior**

Extra role behavior as 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).

### **Social support for work engagement**

Job 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. Job 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 the 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 the 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 the 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, and 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.

### **Social support for 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 and Pearce 1999). Social support has been defined as the overall level of beneficial social interaction available on the job from coworkers and supervisors (Karasek & Theorell 1990). Hobfoll and Shirom (2000) argue that social support is considered as the potential to obtain resources beyond those directly owned by an individual. Social support has been defined in many ways (Schwarzer et al. 2004), such as resources provided by others, exchange of resources, and personality traits (Schwarzer & Knoll 2007). Theoretically, social support can increase employees' willingness in their efforts to complete work tasks by fostering their work environment (W. Schaufeli et al., 2009). Various social supports, from the work environment and various community networks are needed by

someone so that someone can behave in an extra role. Based on the description above, it can be assumed that social support has a positive effect on extra-role behavior.

H2: Social support has a positive effect on extra-role behavior.

### **Resistance to work engagement**

Referring to the JD-R Model Baker and Demouroti, 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. 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.

H3: Resilience has a positive effect on work engagement.

### **Resistance to 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). The result of the synthesis of various definitions of extra-role behavior is the positive behavior of employees towards work, organization, and work environment. Where indicated by indicators of Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic virtue. In behaving, it takes aspects of employee resilience which are explained as the ability to survive or overcome difficulties from unpleasant situations and successfully adapt to change and uncertainty (McEwen, 2011), Mental Toughness. Likewise, the existence of physical abilities or referred to as Physical Endurance understands the body's abilities as early as possible and can develop physical strength and endurance. Another factor as an indicator of resilience is emotional balance, namely the ability to manage negative feelings, be able to control emotions, and know what one needs in certain situations. The last factor is Purpose and Meaning, which is described as someone who has a purpose and meaning in life so that he is willing to contribute to the surrounding environment. Resilient employees are more likely to work in the organization under any circumstances (Paul et al, 2016; Paul & Garg, 2014; Merdiaty et al, 2021). Based on the description, it can be assumed that resilience has a positive effect on extra-role behavior. Resilience is the capacity that allows a person to avoid impulsive behavior and reactive behavior.

H4: Resilience has a positive effect on extra-role behavior.

### **Job attachment to 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. Job 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).

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

H5: Job engagement has a positive effect on extra-role behavior.

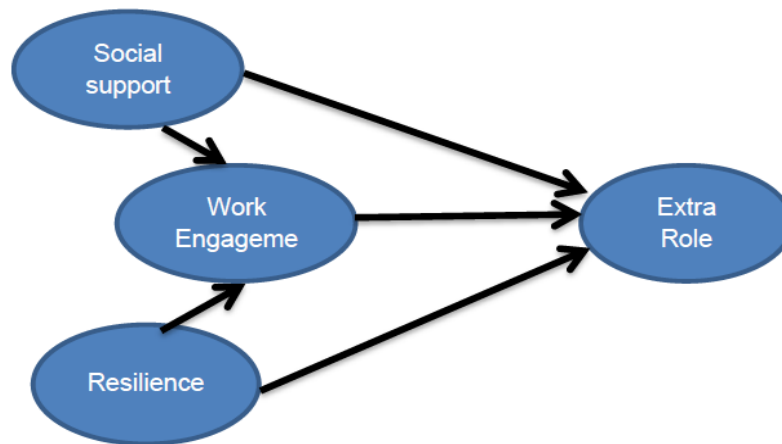
## **METHODS AND MATERIALS**

### **Samples and data collection**

This study uses a quantitative approach with a survey model, to explain the effect of Social Support (X2), Resilience (X1), and work engagement (X3) on Extra Role

Behavior (Y), using a sample of Generation Z. (see figure 1).

Figure 1. Model Penelitian



The number of respondents was 288 respondents, who met the requirements and in accordance with the research objectives to examine the behavior of Generation Z with a population spread over big cities in Indonesia, who are relatively new to the world of work, the age of respondents is around the age of 23 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 of 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, the instrument of our study was adopted from several kinds of literature. Data were collected by questionnaire, where the items of the questionnaire 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.

#### Measurement and structural models

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: 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, 3) assessing Goodness of Fit (Hu and Bentler, 1999; Hair et al., 2014).

## DATA ANALYSIS AND RESULTS

### Characteristics of Respondents

Table 1 informs that the respondents in this study were relatively balanced between men and women, namely 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 a Vocational Diploma (97.00 percent) and S1 (3.00 percent). Complete information related to

the characteristics of respondents can be seen in table 1.

**Table 1. Characteristics of Respondents**

Profile	Category	Total	Percentage
Gender	Male	131	45%
	Female	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%

### 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 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	$\alpha$	C.R	AVE
Social Support	X31	0.799	0.813	0.876	0.639
	X32	0.829			
	X33	0.756			
	X34	0.811			
Recilience	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			

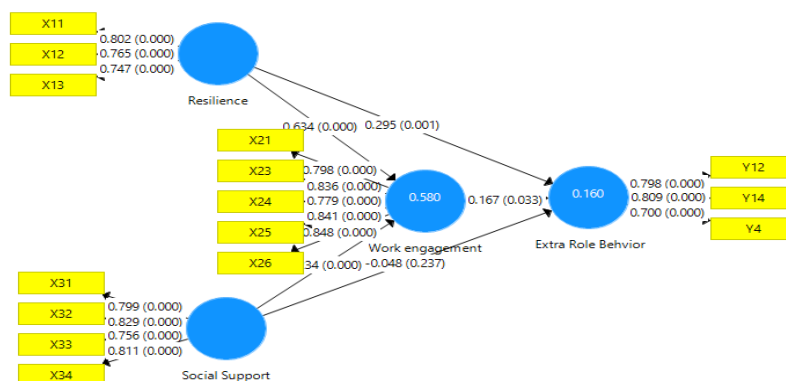
**Inner model assessment**

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
H4. Resilience -> Extra Role Behavior	0.295	3.086	0.001	Approved
H3. Resilience -> Work engagement	0.634	15.064	0.000	Approved
H2. Social Support -> Extra Role Behavior	-0.048	0.693	0.244	Rejected
H1. Social Support -> Work engagement	0.234	5.427	0.000	Approved
H5. Work engagement -> Extra Role Behavior	0.167	1.832	0.034	Approved



**Figure 2. The Result SEM Analysis**  
Source: own elaboration by Authors

**DISCUSSION**

Our research aims to examine the effect of social support, resilience, and work engagement on extra-role behavior in

Generation Z workers. We build the assumption that this study has not been studied much, because Generation Z, diploma and undergraduate level, have only



entered the workforce for the last 3 years. Extra role behavior in this study is used as the dependent variable, which can be influenced by predictor or antecedent variables, namely social support, work engagement, and resilience as contained in the JD-R Model of Work Engagement (A.B Bakker & Demerouti, 2007).

The results of this study found that social support had a significant positive effect on work engagement. These results support the results of previous studies which stated that social support positively predicts employee engagement (Hakanen et al., 2006; Korunka et al., 2009; Llorens et al., 2006). This means that every increase in social support will increase employee work engagement. On the other hand, the results of this study found that social support had a negative but not significant effect on extra-role behavior. This means rejecting the hypothesis (H2). The previous theory explains that social support has a positive effect on extra-role behavior, this is an anomaly from previous research.

The results of this study indicate that Resilience has a positive and significant effect on work engagement, (H3), this result strengthens previous research (Kašpárková et al., 2018; Li et al., 2020; Z. Wang et al., 2017). Resilience as a consequence of perceived involvement is needed in developing work engagement which in the end can shape employee work effectiveness. Other results in this study also show that resilience has a significant positive effect on extra-role behavior (H4). The results of this study strengthen the opinion of previous studies (Paul et al, 2016; Paul & Garg, 2014; Merdiaty et al, 2021). This study proves that employees with high levels of resilience are more likely to display extra-role behaviors (Paul et al, 2016). Finally, the results of other tests, work engagement has a significant positive effect on extra-role behavior (H5). These results explain that the increasing work engagement of employees will increase their extra-role behavior.

Our findings support previous studies, such as research results (Arnold B Bakker &

Demerouti, 2007; W. Schaufeli et al., 2002; Tang, Wei, Snape, & Ng, 2015). Various tests on social support, work engagement, and resilience as predictors of extra-role behavior in Generation Z are very important, because in the development of human resources in today's competitive era, organizations need workers who not only work according to standards but also employees who can exercise discretion, and have performance that exceeds the demands of their work (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).

The world of work that has been filled by Generation Z, which is known as the Internet of Things (IoT) generation, is all connected, and must be a concern for human resource managers in organizations. Growing extra-role behavior by increasing resilience and work engagement through ways that are in accordance with the characteristics of Generation Z is very important for managers to manage human resource development.

## **CONCLUSION**

The results of this study strengthen previous studies that social support and resilience have a positive effect on work engagement. Likewise, resilience and work engagement has a positive effect on extra-role behavior. However, for social support, it has a negative but not significant effect on extra-role behavior. 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 regarding the dominant predictor of extra-role behavior, especially in the context of Generation Z employees. Finally, this study provides an opportunity for future researchers to re-examine the effect of social support on extra-role behavior in Generation Z, to strengthen or refute the findings of this study.

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