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 Generation Z and organizational citizenship behavior of sharia banking Ahyar Yuniawan1, Eldes Willy Filatrovi2*, Iqbal Arraniri3 1Faculty of Economics and Business, Universitas Diponegoro, Semarang, Indonesia 2* Sekolah Tinggi Ilmu Ekonomi, Bank BPD Jateng, Semarang, Indonesia 3 Faculty of Economics, Universitas Kuningan, Kuningan, Indonesia *Corresponding author: eldeswillyfilatrovi@stiebankbpdjateng.ac.id email: ahyar.yuniawan@live.undip.ac.id iqbal@uniku.ac.id DOI: 10.20885/jsb.vol25.iss2.art4 Abstract Purpose: The goal of this study is to test and examine the effect of organizational support on employee engagement and OCB; the impact of career development on employee engagement and OCB; as well as the impact of employee engagement on OCB.

The survey was carried out on Indonesia's 200 Sharia Banking Generation Z employees. Design/methodology/approach: All Generation Z employees working as the population in Islamic banking companies in Indonesia use the questionnaire and interviews to collect data. The purposeful sampling was used in this study where the researcher understood that it was possible to gather the appropriate information from a particular population that was able to provide the information requested and that the predetermined criteria had been fulfilled. Since the population is too large, this method was chosen. 200 samples consist of the sample number.

In this analysis, SEM is the method used to process information (Structural Equation Model) Findings: The organizational support variable is shown to be capable of influencing employee engagement, which means that the better organizational support offered by the company would also increase the greater engagement of Generation Z employees in Sharia banking. Variables in work growth can affect employee engagement, meaning that the greater company's career development, the greater employee's engagement. Organizational support has been shown to affect OCB, which shows that the better organizational support of the corporation, the greater organizational citizenship behavior of the employee.

It is seen that career development is capable of impacting OCB, which means that the greater employee's additional position operation will bring a stronger implementation of career development. The employee engagement variable has also proven to be able to influence OCB, which means that the greater employee engagement, the greater additional role of Generation Z employees in Islamic banking. Research limitations/implications: Limitations in this study include the nature of open-ended questions which are less understood by respondents, so that many respondents responded with inappropriate answers and some others were not filled in causing the lack of information obtained about the actual situation in current Islamic banking. With this limitation, it is hoped that further scientific research will be considered and made to obtain better research results.

132 | Generation Z and organizational citizenship behavior of sharia banking Practical implications: The organization would concentrate more on progress in the career development system, taking into account, among other considerations, other variables. Organizations could try to shape their identities as responsible corporate or global citizens by taking a leadership position in sustainable business practices and demonstrating to millennials that OCB is an important way to meet their service needs. The millennial workers would welcome these events, which would encourage them to take on additional duties by assisting other colleagues. Such efforts will be necessary in the twenty-first century to build an effective workforce.

Originality/value: It has been shown that employee engagement as an intervening variable can mediate the impact on organizational citizenship behavior between organizational support and career growth, although calculations show that the direct effect of independent variables (organizational support and career development) on OCB is greater than that through employee engagement variable (indirect influence). Keywords: Organizational support; career development; employee engagement; organizational citizenship behavior; gen Z; sharia banking. Introduction Organizations have entered a new and unprecedented period in which the world is intensively

changing.

Given the accelerated speed of science, the technological and cultural changes in the present age, those organizations will be efficient and successful if they can predict the path of changes and transformations in future and then direct such changes to create favorable transitions for building a better future besides coordination with changes of the modern society (Allameh, et al. 2014). Therefore, successful organizations need leaders who can determine the appropriate path of the organization in future through scrutiny, guide employees and create the motivation for creativity in employees (Allameh, et al.

2014) Human resources are one of the main drivers in an enterprise in which the human factor plays a role as a planner and an involved participant in a company's various activities. Companies have to understand in today's competitive era that they can only become an important commodity for the organization by improving human capital. To enhance the company's effectiveness, each company aims to obtain efficient human capital, so careful attention is required to all factors that will improve employee actions to have a positive impact on the company to achieve the goals or the objectives of a company (Nimon, et al. 2016; Parker & Griffin, 2011; et al. 2016; Shuck et al.,

2015) The issue in this study is that, due to a crisis of experience, generation Z employees are not able to be adequately handled by the company causing them to feel incapable to improve their careers, ultimately many generation Z employees prefer to have careers in other companies that are more promising in terms of the pay (Yuniawan et.al, 2020). In term of career development, some have survived as a form of dedication to the organization. The remaining Generation Z employees eventually develop a dedicated attitude towards the company.

The issue in this study is that, due to a crisis of experience, Generation Z workers are unable to be adequately handled by the organization so that they feel unable to improve their careers. Ultimately, many Generation Z workers chose to have jobs in other firms that are more promising in terms of the pay and the career growth, but some have endured as a form of company loyalty. Employees of Generation Z who stay employed ultimately build a dedicated attitude towards the sampling of business (Shuck et al., 2016).,

Each business has a goal to be accomplished and this accomplishment involves employees who have committed behavior, namely behavior where employees have an attachment to their job so that they will have big excitement when they complete their job and contribute more to the business and that will have a very positive effect on the

business. This engagement would later produce devotion and allegiance to the job and organization. Employee engagement is one of the Jurnal Siasat Bisnis Vol. 25 No. 2, 2021, 131-141 | 133 reasons predicted in many previous studies to be a significant and desirable problem in the business environment because it offers many benefits for the organization (Shuck et al. 2015).

Previous research has shown that Generation z exhibits limited interest in OCB behavior (Twenge, 2006). Besides that, Generation Z is aware of the emergence of OCB because it originates from employee engagement (Milkman, 2016). Literature Review Organizational Support Organizational support is how the organization or corporation appreciates the commitment to the company or organization's success and the attention of the company to the life of the employee. The emotional support obtained from the family demonstrates an affection for themselves to experience a sense of protection and comfort (Sanderson, 2004).

Organizational support theory (Eisenberger, Cummings, Arneli & Lynch, 1997) assumes employee from general beliefs concerning how much the organization value their contribution and cares about their well- being. Organizational support also states that organizational support fulfills socio- emotional needs (e.g., need for esteem), leading to favorable attitudes and behaviors toward the organization and greater subjective well-being (Kurtessis et al. 2017). Perceived organizational support has positive consequences for both employees (e.g. increased job satisfaction and positive mood) and organizations (e.g. increased employee emotional commitment, improved performance and reduced bad behaviour).

Employees with high perceived organizational support show greater creativity, commitment, work performance (Vatankhah et al. 2017) and reduced turnover intention (Park et al. 2016; Torre-Ruiz, et al. 2017). Career Development Career growth is linked to formal and informal training to learn new skills/competencies/skills (Milkovich & Newman, 2002). Formal preparation is also associated with the start of a new career, but often with technical or procedural changes.

Formal training may be organized and taught by experts in the field of human resources or by other professionals within the organization, or employees may be sent to training programs provided by professional organizations or colleges, including those assigned to further studies. Career development opportunities are a regulated and formalized system as a planning effort in achieving balance between individual career needs and employment requirements of an organization (Leibowitz and Laser, 2009). Employee Engagement Saks (2006) suggests that employee involvement is how the physical, cognitive, and emotional dimensions of the employee are seen. Employee engagement

for the job function played a role in their success.

Employee engagement is defined as an active, work-related, and positive psychological state (Nimon et al. 2016; Parker & Griffin, 2011; Shuck et al. 2016; Shuck et al., 2014) operationalized by the intensity and direction of cognitive, emotional, and behavioral energy (Shuck & Wollard, 2010). In addition to employee engagement, several other engagement-like constructs are noted in the research literature including work engagement, job engagement, organizational engagement, and intellectual/social engagement.

Organizational Citizenship Behavior (OCB) Organizational Citizenship Behavior is an attitude of voluntary, sincere, happy employee actions without the company having to order and control it. Employees who have OCB will be strongly loyal to the company where they work and will feel relaxed and confident in their work =(Organ et al, 2006). The concept of OCB emphasizes constructive work behaviors not recognized by formal reward systems; this implies internal motivation for such behaviors. Research that has been conducted considered OCB as a multidimensional construct.

Whereas earlier research suggests that OCB is mainly extra-role helping behaviors (Organ, 1988), more recent investigations identify a 134 | Generation Z and organizational citizenship behavior of sharia banking much broader range of behaviors that are grouped under the concept of OCB. Podsakoff et al. (2000) reviewed the literature and concluded that OCB includes five dimensions. Altruism includes prosocial behaviors aimed at helping other people to get work done. Altruistic OCB indicates an emple's willingness to improve the work environment (Norris-Watts and Levy, 2004) The Effect of Organizational Support on Employee Engagement Organizational support perceptions point to a common assumption that organizational ideals relate to and provide for the wellbeing of workers (Rhoades and Eisenberger, 2002) in Saks (2006). Employees who feel they have high organizational support can become more involved in their work and organization.

Hence, the effect on positive employee engagement arising from the partnership among organizational supports would provide more organizational benefits in achieving organizational achievements and goals. Research conducted by Rasheed et al. (2013) examined Pakistani banking frontline employees also showed the same results of a positive and substantial impact on employee engagement of organizational support earned by employees. Other research also confirms these findings, such as a research conducted by Alfes, et.al, (2013) showing that organizational support and employee engagement have a positive and important effect.

It has been confirmed with the findings of this study that variable organizational support affects employee engagement. The perceived organizational support would encourage employees to boost their commitment to work and to produce outstanding results. The participation of individuals in the organization is also for the sharing of organizational support at some stages. Emotional and instrumental organizational support are included in productive organizational support, in conclusion. Perceived organizational support can boost the dedication of employees. Employees need support for self-improvement and job commitment from the organization (Alabood & Manakkattil, 2020).

H1: Organizational support has a positive effect on Employee Engagement The Effect of Organizational Support on OCB One of the variables influencing OCB is organizational support. The most important point to share with workers is that they need to know that the organization where they work completely embrace them. Miao (2011) conducted a study that explored the relationship between organizational support and OCB. In that study, it was shown that organizational support had a major effect. OCB against.

This is in line with the study conducted by Astakhova (2014) in his study The Influence of Perceived Organizational Support and Job Satisfaction on Organizational Citizenship Actions Mediated by Organizational Engagement, which also shows similar findings that organizational support has a positive and important impact on OCB. Based on some of these research findings, it has been demonstrated that organizational support affects the organizational citizenship behavior. Organizational loyalty ensures that workers and companies have a physiological contract. Clearly, perceived organizational help would boost the organizational citizenship behaviors of employees.

In particular, perceived organizational support will influence the citizenship attitudes for employees and their loyalty to organizations, which will eventually impact their commitment to employment (Xu & Yu, 2019). H2: Organizational support has a positive effect on OCB The Effect of Career Development on Employee Engagement Nouri et al. (2013) stated that career development is the ability to influence employee engagement in the company. The worker will have a relationship of social exchange and complete his responsibilities to the organization. This is reinforced by the research of Smaliukiene et al.

(2013), which also results in the growth of employee skills by flexible employee career management offering an attitude to achieve job balance and employee engagement in the company. Since a career is a process in which people narrow down their options to build and discover their life, it is of utmost importance. The study described the relationship between optimizing careers and engaging employees (Alabood & Manakkattil, 2020). The current research focuses on career Jurnal Siasat Bisnis Vol. 25

maximization rather than general maximization. The need for treatment and care also leads people to optimize their career choices.

Although there are many definitions of maximization, only a few have defined career maximization. The purpose of this study is to find out the link between career maximization and employee engagement. Some theories have explained the qualities that people use to select their profession. A renowned approach to person-environment career theory has addressed this aspect. These two theories imply that people will eventually discover and attain the vocation that fits their personality profile best in their career.

H3: Career Development has a positive effect on Employee Engagement The Effect of Career Development on OCB Career growth is a catalyst that enables OCB activity to be generated and can provide the company with improved productivity. Good career development will trigger OCB's growth because a good career development system introduced by an organization in the company where it operates would be able to provide great encouragement and excitement. Moreover, with strong job growth, it would also be able to build positive feelings about the company for employees.

Research conducted by Ng & Feldman (2012) using SEM analysis techniques (Structural Equation Modeling) also shows the same findings where career growth has the most dominant effect on organizational citizenship behavior (OCB). The study findings concluded that organizational environment and career growth have a direct impact on organizational commitment to enhancing the citizenship actions of the Organization (OCB). Career Development In sustaining employee morale and dedication, formal career development is very important. The starting point for career development begins with the individual. Career success has a positive relationship with organizational engagement.

The level of career development is going to improve. (Susita et al., n.d.). The present study (Xu & Yu, 2019), seeks to uncover the interactive impact of core self-evaluation (CSE) and ethical leadership on career adaptability, building on the principle of career construction and trait activation theory. The authors also explored how job adaptability mediates the interaction impact of CSE and ethical leadership on the organizational citizenship behavior (OCB).

Ethical leadership moderated the relationship between CSE and career adaptability, the results showed. In particular, when ethical leadership was poor, the beneficial relationship between CSE and career adaptability was greater. Moreover, career adaptability mediated the relationship between CSE and OCB, and ethical leadership

moderated this indirect relationship. The goal of the paper (Lo Presti et al., 2019), is to explore the link between, on the one hand, the types of psychological contract and protean/boundaryless career attitudes and, on the other, organizational citizenship behaviors (OCB).

Findings - Emotional and healthy psychological contracts, protein career behavior, and boundless mindset have positively predicted OCB. Practical effects - Companies must pay special attention to the content of their employees' psychological contract and career attitudes because they affect their zwillingness to work OCB. Originality/value - In terms of boundary conditions with regard to the impact of protean and boundaryless career attitudes as well as various types of psychological contracts, the findings add new evidence to career literature.

H4: Career Development has a positive effect on OCB The Effect of Employee Engagement on OCB It is not possible to distinguish the value of building OCB actions in an organization from how many workers are mindful of giving the company their best. If an employee is already bound or engaged in an organization where he works, the employee would be highly aware of his position in the corporation, so that the employee can play an additional role in the company's success. To see the relationship and effect of employee engagement on OCB, numerous studies have been performed. Rurkkhum & Koekaew (2012) research showed positive results on the relationship between employee engagement and OCB factors.

Also, research conducted by Wang, et.al (2013) also reveals the same findings that employee engagement has a significant impact on OCB. 136 | Generation Z and organizational citizenship behavior of sharia banking This research was carried out in Indonesia at a public-owned university (Asli et al., 2020). This study has employed three variables, including self-efficacy, employee engagement, and OCB.

OCB lecturers at this university have shown their ability to do the job more than the minimum requirement and want to assist other lecturers to finish their job. This research would lead to the creation of awareness about self-efficacy, employee engagement, and OCB relationships. When the university leaders know the OCB's significant history, they will build a program about how to improve the OCB lecturer, which has a positive effect on the success of the university.

There are three components of employee engagement, including vigor, engagement, and absorption. There are three components of employee engagement, including vigor, engagement, and absorption. Employee engagement is one of the precedents. Therefore, we conclude that: Employee engagement is a relevant OCB precedent. H5:

Employee Engagement has a positive effect on OCB Methods The population is a generalization field composed of objects or subjects with certain characteristics to be analyzed and conclusions drawn (Hair, et.al, 2010).

All employees from generation Z in Indonesian Islamic banking were the population in this study. Non-probability sampling was the sampling design used in this analysis. Non-probability sampling is a sampling process that does not provide equal opportunities to be sampled for and to be the members of the population. Non-probability sampling is used when no certainty applied on the size of the elements in the population. In this analysis, purposeful sampling was used, where the researcher recognized that the necessary information could be collected from a specific community that was able to provide the required information and that the predetermined requirements had been met (Hair, et.al, 2016). Since the population is too large, this approach was chosen. 200 samples are the number of samples. The tools used to process the data in this study is SEM (Structural Equation Model). Results and Discussion Picture 1.

Research Model Reliability is a measure of the internal consistency of the formation of variable indicators, which implies the degree to which the same formation variable expressed by each indicator. There are two methods to test reliability, namely by removing variance and composite/construction reliability. The building reliability cut-off value is at least 0.70, while the cut-off value for the extracted version is at least 0.50. The extracted variance is indicated by the developed variable formation of the magnitude of the variance of the extracted indicator. High values for variance extraction imply that the indicators are well represented by the variables produced (Hair, et.al; 2010). Organizational Support X1 0 Career Development X2 Organizational Citizenship Behavior Y2 Employee Engagement Y1 H1 H2 H3 H4 H5 Jurnal Siasat Bisnis Vol. 25 No. 2, 2021, 131-141 | 137 Table 1.

Reliability and Variance Extracted Test Variable Reliability AVE Organizational Support 0.93 0.73 Career Development 0.92 0.71 Employee Engagement 0.94 0.75 Organizational Citizenship Behavior 0.97 0.80 The reliability was strong for each construct, with all values above the cut-off value of 0.70. The estimation results of the measured variance suggest that all designs satisfy the minimum value requirement of 0.50. Picture 2. Structural Model Table 2. Model Feasibility Test Results SEM Analysis Goodness of Fit Indeks Cut-off Value Analysis Result Model Evaluation Chi Square <165,201 df 113 159,838 Good Probability 0.05 0,002 Good RMSEA 0.08 0,046 Good GFI 0.90 0,917 Good AGFI 0.90 0,887 Marginal CMIN/df TLI =2,00 ? 0.95 1,414 0,948 Good Good CFI 0.95 0,957 Good Table 3.

Hypothesis Measurement Hypothesis Estimate SE CR P Label Employee Engagement ? Organizational Support ,452 ,095 4,764 *** par_5 Employee Engagement ? Career Development ,329 ,087 2,375 , 010 par_12 Organizational Citizenship Behavior ? Employee Engagement ,261 ,084 2,211 , 012 par_7 Organizational Citizenship Behavior ? Organizational Support ,038 ,071 2,015 , 003 par_9 Organizational Citizenship Behavior ? Career Development ,160 ,079 2,172 , 007 par_13 138 | Generation Z and organizational citizenship behavior of sharia banking Discussion The employee's test for Organizational Support indicates a CR value of 4,764 and a probability of 0.010. Organizational support has a effect influence on employee engagement.

Organizational Citizenship Behaviors indicate a CR value of 2,015 and a probability of 0,003. Organizational Support effects on Organizational Citizenship Behaviour. Career Development test on the employee indicate a CR value of 2,375 and a probability of 0,010. It can also be argued that career development has a positive impact on employee engagement. The Organizational Citizenship Behavior indicates a CR value of 2,172 and a probability of 0,007. It can also be inferred that career development has a positive effect of organizational citizenship.

The organizational citizenship behavior indicates a CR value of 2.211 and a probability of 0.012. It can also be argued that Employee Engagement has a positive impact on organizational citizenship. The organizational support variable is shown to be capable of influencing employee engagement, which indicates that the better organizational support offered by the company would also increase the employee engagement of Generation Z employees in Sharia banking. Variables in career growth can affect employee engagement, which suggests that the higher the company's career development, the greater employee engagement would be.

Organizational support has been shown to affect OCB, which means that the stronger the organizational support offered by the company, the higher the additional role activity of the employee. Career development is shown to be able to affect OCB, which means that the better the implementation of career development, the greater the additional role activity of the employee. It has also been shown that the employee engagement variable is capable of influencing OCB, which means that the higher the employee engagement, the greater the additional role of Generation Z employees in Islamic banking.

Based on this study, it has been shown that employee engagement as an intervening variable can mediate the effect of organizational citizenship behavior toward organizational support and career growth, although the results indicate that the direct impact of independent variables (organizational support and career development) on

OCB is greater than that through employee engagement variable (indirect effect). Employee pro-social behavior is reflected in a positively engaged work place. Though many studies have reflected on pro social behavior (extra role behavior) of employee, only few have centered on positive link between organizational citizenship behavior and employee engagement.

If employee is positively engaged with work, they manifest creativity and extra role for the organization. Employee engagement is a strong forecaster or predictor of organizational citizenship behavior which shows the extra role behavior. Organizational citizenship behavior means that employees are engaged they have willingness to go extra mile. The studies that are taken depict a strong linkage between the dimensions of employee engagement and OCB. Certain dimensions such as absorption, dedication and vigor under employee engagement are found to be more significant in predicting organizational citizenship behavior.

Consequently, if these dimensions are stressed upon, a modification can be brought out in the way that employees are engaged. Contrarily, the dimensions such as altruism, sportsmanship, courtesy, consciousness and civic virtue under organizational citizenship behavior are seen to be positively related to engagement. These studies however are limited in their scope of application to only service sector ignoring completely other organizations. Future researches in this field could focus on extension of these dimensions into different sectors.

Conclusion Several suggestions can be obtained at the end of this study that can be used as feedback for Z generation employees in Islamic banking, namely that the company should strengthen OCB or extra function employee conduct, so that the company should concentrate more on improvements in the career development system, considering that among other variables, career development variables are the strongest predictors of inflation Companies need to increase positive measures of career growth concerning the implementation of career development, In the future, companies will be able to determine who will be the target in enforcing the career advancement that will be Jurnal Siasat Bisnis Vol. 25 No.

2, 2021, 131-141 | 139 carried out, especially when referring to the index value of employee responses, since employees feel a career incentive that has been extended less equally to all employees so that it is anticipated that all employees will be strengthened in this regard in the future. If viewed from the index value, the organizational support that has been introduced so far also shows a low good relationship between employees and supervisors and also employees and employees, intensive communication is required to develop a stronger relationship.

In this report, limitations include open questions that are less understood by respondents, so that many respondents responded with answers that were not suitable and many were not filled in so that respondents responded to the questionnaire provided does not display the actual situation in current Islamic banking. With this restriction, it is hoped that more scientific advances can be considered and made to achieve better research results. From the results of this analysis, several suggestions can be obtained that can be used as an entrance into Islamic banking, namely that the company should increase OCB or the additional position conduct of the employee, the company should concentrate more on improvements in the career development system, taking into account other variables, among other variables.

Further, organizations could seek to shape their identities as responsible corporate or world citizens by taking a leadership role in sustainable business practices and demonstrate to the millennials that OCB is an effective way to fulfill their need for service. The millennial employees would appreciate such practices, which would encourage them to take over additional responsibilities by helping other colleagues. These efforts would be essential to build an effective workforce in the twenty-first century Reference Alfes, K., Truss, C., Shantz, A., Soane, E., & Delbridge, R. (2013).

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