

Relationship Beyond the Task: Leader-Member Exchange and Organizational Citizenship Behavior on Indonesian Generation Z Employees

Endo Wijaya Kartika

Petra Christian University, Surabaya, East Java, Indonesia

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ABSTRACT

The Indonesian hospitality industry must reengage a high-quality workforce composed of Generation Z, recognizing both its strengths and challenges. To achieve this, leaders should adopt a positive approach to fostering high-quality leader-member exchange (LMX) relationships, which can encourage employees to exhibit organizational citizenship behavior (OCB). However, there is currently a lack of research specifically examining the relationship between LMX and OCB among Generation Z employees in the Indonesian hospitality sector. This study seeks to address this gap by exploring the application of LMX dimensions and their influence on enhancing OCB within the context of Generation Z employees in the Indonesian hospitality industry. Employing a quantitative causal research design, the study analyzed data from a sample of 300 Generation Z employees working in the sector. The findings reveal that LMX has a positive and significant impact on OCB. Among the LMX dimensions, professional respect emerged as the most influential, followed by affect, contribution, and loyalty. This study highlights the critical role of leaders in recognizing and valuing the professionalism of Generation Z employees as a means to foster positive extra-role behaviors. These findings underscore the importance of leadership strategies that prioritize appreciation and respect to enhance employee engagement and performance.

ABSTRAK

Industri perhotelan Indonesia perlu kembali melibatkan tenaga kerja berkualitas tinggi yang terdiri dari Generasi Z, dengan mengakui baik keunggulan maupun tantangan yang dimilikinya. Untuk mencapai hal ini, para pemimpin perlu mengadopsi pendekatan positif dalam membangun hubungan pertukaran pemimpin-anggota (Leader-Member Exchange/LMX) yang berkualitas tinggi, yang dapat mendorong karyawan untuk menunjukkan perilaku kewargaan organisasi (Organizational Citizenship Behavior/OCB). Namun, saat ini masih terdapat kekurangan penelitian yang secara khusus mengkaji hubungan antara LMX dan OCB di kalangan karyawan Generasi Z dalam industri perhotelan Indonesia. Penelitian ini bertujuan untuk mengisi kesenjangan tersebut dengan mengeksplorasi penerapan dimensi-dimensi LMX dan pengaruhnya terhadap peningkatan OCB dalam konteks karyawan Generasi Z di industri perhotelan Indonesia. Dengan menggunakan desain penelitian kuantitatif kausal, penelitian ini menganalisis data dari sampel sebanyak 300 karyawan Generasi Z yang bekerja di sektor tersebut. Hasil penelitian menunjukkan bahwa LMX memiliki dampak positif dan signifikan terhadap OCB. Di antara dimensi-dimensi LMX, penghormatan profesional (professional respect) muncul sebagai dimensi yang paling berpengaruh, diikuti oleh dimensi afeksi (affect), kontribusi (contribution), dan loyalitas (loyalty). Penelitian ini menyoroti peran penting para pemimpin dalam mengakui dan menghargai profesionalisme karyawan Generasi Z sebagai bentuk pengakuan untuk mendorong perilaku ekstra-peran yang positif. Temuan ini menegaskan pentingnya strategi kepemimpinan yang memprioritaskan apresiasi dan penghormatan untuk meningkatkan keterlibatan dan kinerja karyawan.

1. INTRODUCTION

In the aftermath of the pandemic in Indonesia, the coming years are anticipated to mark a positive turning

* Corresponding author, email address: endo@petra.ac.id

point for the revival of the tourism sector (Silawati, 2023; Sujatmiko, 2023). This anticipated recovery in tourism is expected to align with the rapid growth of the hospitality industry in Indonesia (Primasiwi, 2022). Such growth presents significant opportunities for the hospitality sector to rehire a qualified workforce. However, the pandemic caused substantial disruptions, including widespread reductions in human capital (Hestiningdyah, 2021; Rosa, 2021). Currently, the labor market is increasingly dominated by Generation Z, who are entering their productive working years, alongside millennials, who continue to represent a significant portion of the workforce. Millennials and Generation Z together account for approximately 53% of Indonesia's population, with millennials comprising 25% and Generation Z 27% (Akbar, 2022).

While the growth of the hospitality industry offers opportunities to expand the workforce, hotel management must remain selective during recruitment. The quality of employees, including their personalities and individual characteristics, can significantly impact organizational performance, either positively or negatively (Tarmidi & Arsjah, 2019). These individual characteristics are often shaped by generational traits, particularly those of Generation Z, who are sometimes negatively stereotyped as lacking long-term commitment and prioritizing work that brings them immediate satisfaction (Akbar, 2022). According to Drapkin (2024), a survey of Generation Z employees revealed that many leaders perceive them as difficult to work with and lacking motivation. However, Generation Z also possesses positive traits, such as self-confidence, enthusiasm for collaboration, and adaptability in the workplace. Some characteristics, such as prioritizing personal satisfaction and a strong desire for independence, can be viewed as both strengths and challenges (Goh & Lee, 2018). For hotel management in Indonesia, these traits represent both opportunities and challenges that must be addressed thoughtfully. Leaders, in particular, must adopt approaches that resonate with Generation Z employees to foster engagement and productivity.

One effective approach for leaders is to build strong relationships with their employees through meaningful interactions and social exchanges. These relationships can develop into high-quality leader-member exchanges (LMX) (Gottfredson et al., 2020). The LMX theory posits that as leaders interact with their employees, they form relationships of varying quality. Not all employees receive the same level of trust and attention from their leaders. A select group of employees, referred to as the "in-group," enjoys higher levels of trust and attention, resulting in a high-quality LMX relationship (Regts et al., 2019). LMX is shaped by four key dimensions: contribution, loyalty, affect, and professional respect (Chaudhry et al., 2021). The quality of the relationship is determined by the unique combination of these dimensions, with one dimension often emerging as the most dominant. High-quality LMX relationships play a critical role in fostering positive outcomes, including increased extra-role behavior among employees, which is particularly important in the hospitality industry. Extra-role behavior refers to voluntary actions performed by employees that go beyond their formal job responsibilities. When driven by personal initiative, these behaviors, known in academic terms as Organizational Citizenship Behavior (OCB), can provide significant benefits to organizations (Kartika & Pienata, 2020).

Over the past two decades, LMX has become a prominent topic in hospitality industry research, though further empirical studies are needed to deepen understanding (Guchait et al., 2023). Recent studies have highlighted the importance of LMX in enhancing OCB, particularly in the hospitality context (Wu et al., 2023; Celiker & Guzeller, 2024; Adityaji et al., 2021). However, there is a notable lack of research specifically focusing on Generation Z employees in the Indonesian hospitality industry. Globally, Świątek-Barylska (2020) notes that studies on OCB among Generation Z employees remain limited, while findings from Gong et al. (2018) suggest that Generation Z tends to show less interest in engaging in OCB. These inconsistencies and the current lack of empirical evidence highlight the need for further research to address these gaps.

This study aims to contribute to the existing body of knowledge by exploring the role of leaders in implementing LMX and its impact on enhancing OCB among Generation Z employees in the Indonesian hospitality industry. By addressing these gaps, the study seeks to provide a deeper understanding of how leadership approaches can effectively engage Generation Z employees and foster positive organizational outcomes.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1. Social Exchange Theory (SET)

Social Exchange Theory (SET) is a conceptual framework that explains social behavior as an exchange process in which individuals engage in social interactions to maximize rewards and minimize costs. The theory as-

sumes that individuals are rational actors who evaluate the potential benefits and risks of their social relationships. SET provides a foundation for understanding social interactions as a process of exchange. In the context of workplace relationships, it suggests that leaders and employees engage in reciprocal exchanges of resources, such as effort, contributions, loyalty, and support (Ahmad et al., 2023). SET offers valuable insights into the dynamics of relationships between individuals, particularly by clarifying the mutual benefits and expectations involved in their interactions. Since individuals continuously assess the potential benefits and risks of their relationships, both parties develop a shared understanding of what they are expected to contribute and what they can expect in return (Cropanzano et al., 2017).

2.2. Leader-Member Exchange (LMX)

The Leader-Member Exchange (LMX) theory highlights the significance of social exchanges between leaders and employees, aiming to establish effective and mutually beneficial relationships (Bos-Nehles & Audenaert, 2020). The quality of these relationships is considered exclusive and reciprocal, providing advantages for both leaders and employees (Wang, 2016). LMX is grounded in Social Exchange Theory (SET), which serves as a foundational concept for understanding workplace behavior. SET emphasizes the role of trust and interaction in shaping relationships between leaders and employees. Perceptions of these exchanges can be either positive or negative, depending on the benefits experienced by both parties as a result of the exchange (Cropanzano et al., 2017). The development of these relationships is influenced by key factors, such as the comparison of resources invested by each individual with the benefits gained from the exchange, as well as the availability of alternative outcomes that may be more favorable to either party (Ahmad et al., 2023).

Chaudhry et al. (2021) identified four dimensions of LMX—contribution, loyalty, affect, and professional respect—that measure the quality of relationships arising from interactions between leaders and employees. These dimensions are based on several core principles. First, employees have distinct roles, and leaders assign tasks and challenges accordingly, resulting in varying rewards for each employee. Second, the trust level between leaders and employees is built through reciprocal interactions. Third, emotional bonds formed during these interactions play a critical role in categorizing employees into "in-group" and "out-group" categories (Chaudhry et al., 2021). The contribution dimension reflects the level of effort and work intensity demonstrated by both leaders and employees to support each other's performance. When the relationship quality is high, employees are more likely to voluntarily exceed their formal duties and responsibilities. Similarly, leaders reciprocate by going beyond their responsibilities to provide additional resources and opportunities for employees who make significant contributions. This positive reciprocity enhances the overall relationship and creates a meaningful impact (Jufrizen et al., 2024). The loyalty dimension refers to the mutual support and allegiance expressed by leaders and employees. In high-quality relationships, both parties prioritize each other's tasks, responsibilities, and privileges. In some cases, leaders and employees may even defend one another without requiring complete information, demonstrating a strong sense of loyalty (Maslyn et al., 2017). The affect dimension pertains to the emotional bonds and personal connections formed between leaders and employees. When these relationships extend beyond professional boundaries and develop into friendships, the quality of the LMX relationship improves significantly (Adityaji et al., 2021). The final dimension, professional respect, focuses on the extent to which leaders and employees build and maintain their professional reputations within and outside the organization. This dimension is shaped by personal experiences during interactions, where mutual appreciation is developed based on positive attitudes, skills, and abilities. Leaders and employees who recognize and admire each other's strengths foster a higher level of respect and support within the relationship (Maslyn et al., 2017).

2.3. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary actions that are not part of an employee's formal job description but contribute positively to an organization's effectiveness and overall performance (Worku & Debela, 2024; Coyle-Shapiro et al., 2016). Employees often demonstrate OCB by assisting colleagues, voluntarily taking on tasks beyond their assigned responsibilities, and adhering to organizational rules and regulations without being instructed or monitored (Kartika & Pienata, 2020). A defining characteristic of OCB is that these actions are performed voluntarily, without any expectation of reward (Tagliabue et al., 2020). OCB can be categorized based on the primary beneficiaries of the behavior: OCB-I (directed toward individuals) and OCB-O (directed toward the organization). OCB-I involves extra-role behaviors aimed at benefiting specific individuals, such as colleagues, leaders, or subordinates. These actions, while directly

benefiting individuals, also indirectly enhance organizational outcomes by fostering teamwork and collaboration. In contrast, OCB-O refers to extra-role behaviors that directly benefit the organization, such as adhering to organizational rules, norms, and policies. These behaviors contribute to improved organizational performance by promoting a culture of compliance and efficiency (Henderson et al., 2020).

2.4. LMX and OCB

Cropanzano et al. (2017) argue that positive social exchanges generate benefits that are advantageous for all parties involved. In the context of leader-employee relationships, positive interactions between leaders and employees can foster mutually beneficial relationships. When a high-quality relationship is established between leaders and employees, known as a Leader-Member Exchange (LMX), employees are more likely to become part of the leader's "in-group." Membership in this "in-group" often comes with various privileges and opportunities provided by the leader. In response, employees may express their gratitude for these privileges through positive actions, which manifest as extra-role behaviors. These behaviors, referred to as Organizational Citizenship Behavior (OCB), involve voluntary actions that go beyond employees' formal roles and responsibilities to support their leaders and the organization (Worku & Debela, 2024). Empirical studies have demonstrated that LMX has a positive and significant impact on OCB, particularly in the Indonesian context (Nugroho et al., 2020; Adityaji et al., 2021).

H1. LMX has a positive and significant effect on OCB.

The conceptual framework of this study, along with the proposed hypothesis, is illustrated in Figure 1.

3. RESEARCH METHOD

This study adopts a quantitative causal research design to explore the causal relationships between exogenous and endogenous variables (Mohajan, 2020). The research focuses on Leader-Member Exchange (LMX) as the exogenous variable and Organizational Citizenship Behavior (OCB) as the endogenous variable. LMX is measured through four dimensions: contribution, loyalty, affect, and professional respect. The indicators for these dimensions are derived from Chaudhry et al. (2021), who developed them from the employees' perspective to evaluate the quality of their relationship with their leader. These indicators have demonstrated strong reliability, with a Cronbach's alpha value of 0.88. Each dimension of LMX is represented by three item indicators. For instance, the contribution dimension includes statements such as "The leader does not mind working harder than required to support my target achievement." The loyalty dimension includes items like "The leader will defend me when I make a mistake that I admit." The affect dimension reflects personal bonds, with indicators such as "The leader considers me a nice person to work with." Lastly, the professional respect dimension includes items such as "The leader appreciates my knowledge and competencies."

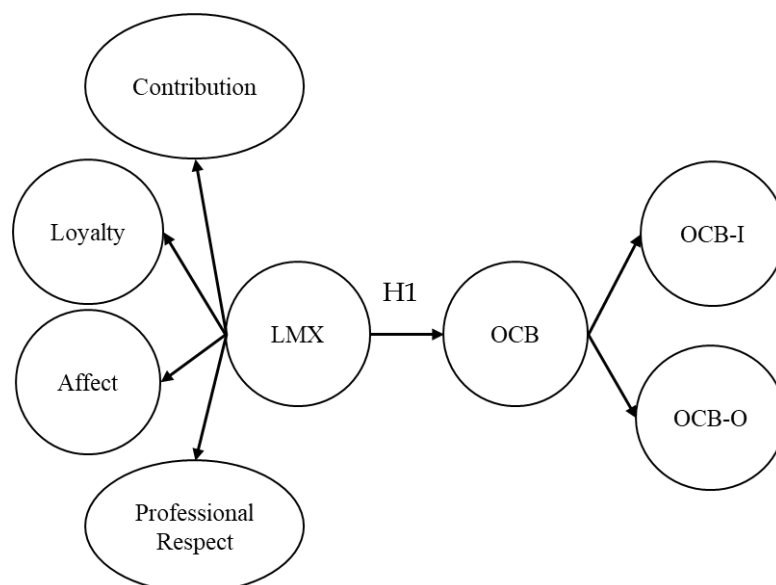


Figure 1. Conceptual framework

The OCB indicators are adopted from Henderson et al. (2020) and represent a short version of OCB with high reliability, reflected by a Cronbach's alpha value of 0.70. These indicators are divided into two dimensions: OCB-I, which focuses on behaviors directed toward individuals, and OCB-O, which focuses on behaviors directed toward the organization. Each dimension is measured using three item indicators. For example, OCB-I includes statements such as "I am happy to help coworkers who are experiencing heavy workloads," while OCB-O includes items like "My work attendance rate is above the average of other coworkers." To ensure consistency in meaning, all indicators were translated into Indonesian and underwent a back-translation process.

The population for this study consists of Generation Z employees working in the Indonesian hospitality industry. Generation Z refers to individuals born between 1995 and 2010, who grew up during a period of rapid advancements in digital technology, particularly the internet. Due to the lack of precise data on the number of Generation Z employees in the hospitality industry, the population is categorized as an infinite population. The minimum sample size was determined using the "ten-times rule," which recommends a sample size of at least 10 times the maximum number of inner or outer model paths pointing to any latent variable in the research model (Hair et al., 2021). With 18 indicators in the research model, the minimum recommended sample size is 180 respondents.

The study employed a non-probability sampling method using purposive sampling. Respondents were required to be Generation Z employees aged between 14 and 29 years at the time of data collection. Data were collected through a questionnaire designed to measure respondents' level of agreement using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The data collection process was conducted in January and February 2024 across four provinces: Central Java, the Special Region of Yogyakarta, East Java, and Bali. To minimize the risk of Common Method Bias, procedural controls were implemented by randomizing the order of questionnaire statements across dimensions, as recommended by Kock et al. (2021). The questionnaire began with statements related to the OCB dimensions, followed by those related to the LMX dimensions.

A total of 313 responses were collected during the data collection process. However, 13 responses were deemed invalid and excluded from further analysis, leaving a final sample size of 300 respondents. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0 as the statistical tool. The research model employs a second-order multidimensional construct to provide a more detailed explanation of the LMX and OCB dimensions. According to Ouro et al. (2023), second-order models enhance conceptual clarity by offering a more nuanced and precise representation of complex constructs. Since LMX and OCB are inherently multidimensional, the use of this statistical approach facilitates a more efficient, accurate, and detailed analysis of the research model.

4. DATA ANALYSIS AND DISCUSSION

The descriptive statistics related to the demographic profile of respondents, as presented in Table 1, indicate that out of a total of 300 respondents, the majority are male (52%), followed closely by female respondents (48%). In terms of age distribution, 40% of respondents are between 21 and 24 years old, followed by 32% who are aged 25 to 29 years, and 28% who are aged 17 to 20 years. Regarding their current workplace, the majority of respondents are employed in five-star hotels (44%), followed by those working in three-star hotels (30%) and four-star hotels (25%).

The data analysis process began with an assessment of the measurement model using the results from the PLS (Partial Least Squares) analysis. The first step involved testing the convergent validity of the indicators concerning their respective variables. Convergent validity was assessed by comparing the loading factor values of the indicators against a cut-off value of 0.7, which determines whether the indicators are considered valid. In the initial test, four out of the 18 indicators did not meet the required cut-off value and were therefore excluded from further analysis. These indicators were L2 (0.062), A1 (0.312), OCB1 (0.413), and OCB4 (0.588). In the subsequent test, all remaining indicators met the specified cut-off value, confirming their validity for the convergent validity assessment.

The convergent validity test evaluates the Average Variance Extracted (AVE) value, which must exceed the threshold of 0.5 to be considered valid. As shown in Table 2, the test results confirm that all AVE values meet this criterion. Validity testing also includes an assessment of discriminant validity, as presented in Table 3, using the Fornell-Larcker criterion. According to the results, the correlation value for each variable

Table 1. Respondents demographic

Demographic	Number of Respondents	Percentage (%)
Gender		
Male	157	52
Female	143	48
Age		
17 - 20 years old	83	28
21 - 24 years old	121	40
25 - 29 years old	96	32
Workplace		
Three-star hotel	91	30
Four-star hotel	76	25
Five-star hotel	133	44

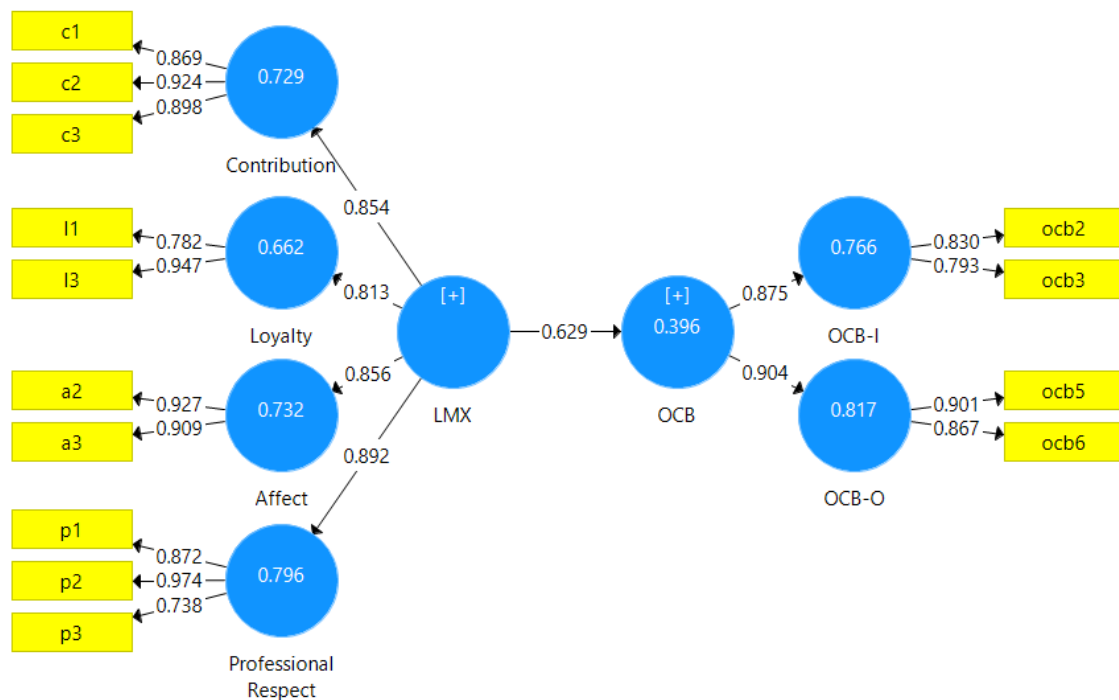
Table 2. Convergent validity and reliability

Indicators	Loading Factor	AVE	Composite Reliability
Contribution			
The leader does not mind working the extra effort to support me (C1).	0.869	0.805	0.925
The leader does not mind working harder than required to support my target achievement (C2).	0.924		
The leader does more work than is normally required for me (C3).	0.898		
Loyalty			
The leader will defend me when I am "attacked" by other employees (L1).	0.782	0.754	0.859
The leader will defend me when I make a mistake that I admit (L3).	0.947		
Affect			
The leader is happy to have me as a friend, regardless of my position (A2).	0.927	0.843	0.915
The leader considers me a nice person to work with (A3).	0.909		
Professional Respect			
The leader appreciates my knowledge and competencies (P1).	0.872	0.752	0.900
The leader admires my professionalism (P2).	0.974		
The leader is impressed with my knowledge (P3).	0.738		
OCB-I			
I am happy to help my leader's work even if I am not asked (OCB2).	0.830	0.659	0.794
I enjoy looking out to help my coworkers (OCB3).	0.793		
OCB-O			
I always inform in advance if I am unable to come to work (OCB5).	0.901	0.782	0.878
I always conserve organization property (OCB6).	0.867		

is higher than the correlations between LMX and OCB, indicating acceptable discriminant validity. Additionally, discriminant validity is further assessed using the Heterotrait-Monotrait Ratio (HTMT), where a value below the threshold of 0.9 is required for validity. The results confirm that the HTMT values meet this standard, further supporting the discriminant validity of the constructs. The reliability of the constructs was also tested, with the composite reliability values exceeding the threshold of 0.7, indicating good reliability. Therefore, all variables in the study are deemed reliable. Finally, the R^2 value in this study indicates that LMX accounts for 39.6% of the variance in enhancing OCB, while the remaining 60.4% of the variance is attributed to other factors not examined in this study. Figure 2 illustrates the finalized research model, incorporating the results of validity and reliability testing, along with all indicators and statistical analysis findings.

Table 3. Discriminant validity and R²

Fornell-Larcker Criterion		Heterotrait-Monotrait Ratio (HTMT)		R Square (R ²)
	LMX	OCB	OCB	
LMX	0.756		0.761	0.396
OCB	0.629	0.755		

**Figure 2.** Final research model**Table 4.** Hypothesis testing

	Path Coefficient	t-Value	Hypothesis
LMX → OCB	0.629	14.966	H1 Supported

Hypothesis testing, as presented in Table 4, is conducted by comparing the t-value to the threshold of 1.96 to determine significance, and by analyzing the path coefficient to evaluate the direction of the effect (positive or negative). According to the table, the t-value exceeds 1.96, and the path coefficient is positive. Therefore, the effect is both positive and significant.

The results of this study indicate that LMX has a positive and significant effect on OCB, aligning with previous research, particularly in the Indonesian context (Nugroho et al., 2020; Mahmudi & Farida Elmi, 2020). The findings confirm that a high-quality relationship between leaders and employees enhances employees' positive responses, such as engaging in extra-role behaviors that go beyond their formal roles and responsibilities. Employees are more likely to voluntarily support their leaders, demonstrating gratitude through their actions (Worku & Debela, 2024). Leaders and employees who belong to the "in-group" tend to exhibit higher levels of mutual respect and trust. These relationships often develop into both formal and informal connections, driven by compatibility and mutual benefits (Singh, 2018). In this study, OCB behavior is predominantly reflected through the OCB-O dimension, which represents extra-role behaviors exhibited by Generation Z employees toward their organization. These behaviors include compliance with established rules and regulations without the need for coercion or threats from authorities. Zaib and Durrani (2023) found that Generation Z employees are more likely to voluntarily comply with friendly authority figures

compared to stricter or harsher ones. This supports the premise by Worku and Debela (2024) that employees with positive perceptions of their leaders are more likely to demonstrate voluntary support and trust through positive extra-role behaviors.

In this study, positive LMX is reflected through four key dimensions: professional respect, affect, contribution, and loyalty. These dimensions provide insights into the interactions between leaders and Generation Z employees in the Indonesian hospitality industry. Professional respect emerges as the most dominant dimension, reflecting mutual respect between leaders and employees based on their professional reputations and roles. This respect arises from past experiences and ongoing interactions, often leading to mutual admiration (Maslyn et al., 2017). The most significant indicator of this dimension is leaders' perceptions of employees' professionalism. Mook (2021) argues that recognizing employees' professionalism is one of the most effective ways for leaders to motivate and support their teams. Methods of appreciation include regular conversations about daily challenges and offering praise for employees' enthusiasm and perseverance. Such recognition fosters positive perceptions among employees, encouraging them to maintain professional behavior. Blozialis (2023) emphasizes that consistent recognition enhances employees' confidence and performance, though it requires time and effort to make appreciation a habitual practice. For Generation Z employees, professional recognition is particularly important, as it represents a key aspect of achievement and career advancement (Rampen et al., 2023). This study confirms that when leaders demonstrate professional respect, Generation Z employees are more likely to reciprocate with positive OCB behaviors toward the organization.

The second dimension, affect, is based on personal interest and social interactions between leaders and employees. This dimension reflects the development of informal friendships and compatibility through ongoing communication and interaction (Jufrizen et al., 2024). The most significant indicator of this dimension is employees' perception that their leaders are willing to be friends regardless of job positions. Brigham (2024) highlights that Generation Z employees value leaders who show care and understanding, as this fosters productivity. Leaders who initiate social interactions as friends can create a psychologically safe environment, encouraging employees to speak openly about their challenges without fear of hierarchical barriers (Brassey et al., 2024). In the context of generational differences, Gerhardt (2024) stresses the importance of leaders managing communication and fostering friendships across generations. By bridging generational gaps, leaders can minimize differences in communication styles, values, and understanding. This study confirms that leaders who build positive friendships with Generation Z employees encourage them to exhibit positive OCB behaviors.

The third dimension, contribution, focuses on mutual efforts between leaders and employees to improve the quality of their relationship. Positive contributions from leaders, such as going the extra mile to support employees, foster mutual benefits (Prihatiningtias & Julianto, 2020). The most significant indicator of this dimension is Generation Z employees' perception that their leaders are willing to make extra efforts to assist them. Aguas (2019) argues that effective leaders influence Generation Z employees by actively working alongside them, providing support, and serving as role models. Leaders who demonstrate extra effort inspire employees to respond positively, often through OCB behaviors as a form of gratitude.

The final dimension, loyalty, reflects the bonds formed between leaders and employees through mutual support and commitment. Leaders who exhibit loyalty are more likely to defend their employees, prioritize collaborative tasks, and even provide special privileges when necessary (Maslyn et al., 2017). The most significant indicator of this dimension is employees' perception that their leaders will defend them when they make mistakes, provided they are willing to admit their errors. Anderson (2019) notes that occasional mistakes are normal, especially when employees are trying to do the right thing. Leaders play a crucial role in responding wisely to mistakes, offering guidance, and fostering a learning environment that encourages growth and prevents future errors (Laker, 2023). This study confirms that when Generation Z employees feel supported and defended by their leaders, they are more likely to demonstrate OCB behaviors as a form of loyalty and gratitude.

The findings provide valuable insights into the Indonesian hospitality industry, where Generation Z employees develop positive perceptions of their leaders based on four key factors: leaders' respect for employees' professionalism, leaders' willingness to build friendships regardless of job positions, leaders' extra efforts to support employees, and leaders' defense of employees when mistakes occur. These factors contribute to higher-quality relationships between leaders and employees, which in turn foster employees' extra-role behaviors. In the hospitality industry, frequent interactions between leaders and employees are essential for completing tasks and maintaining effective working relationships (Phuong & Huy, 2022). Generation Z

employees, in particular, prioritize positive workplace relationships to enhance their performance. Therefore, a higher intensity of interaction is necessary to strengthen LMX (Drapkin, 2024).

This study reveals that Generation Z employees in the Indonesian hospitality industry are inclined to exhibit positive OCB behaviors, offering a different perspective from Gong et al. (2018), who argued that Generation Z employees are less likely to engage in OCB. The findings provide additional empirical evidence that positive LMX quality between leaders and employees significantly influences Generation Z employees' willingness to demonstrate OCB behaviors.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

The results highlight that positive LMX perceptions among employees can significantly enhance their OCB behavior, particularly among Generation Z employees in the Indonesian hospitality industry. Among the LMX dimensions, professional respect emerges as the most influential in shaping OCB, followed by affect, contribution, and loyalty. The findings of this study have practical implications for the hospitality industry, particularly in guiding leaders on how to encourage employees to exhibit positive OCB behavior. A key strategy involves engaging Generation Z employees by recognizing and appreciating their professionalism. Generation Z employees are highly motivated when their professional attitudes and contributions are acknowledged by their leaders. Leaders should consistently express appreciation, both verbally and non-verbally, through formal and informal means (Blozialis, 2023). Given the collaborative nature of the hospitality industry, where leaders and employees frequently work together in operational settings, there are ample opportunities for leaders to observe employees' performance and provide immediate feedback. This dynamic environment allows leaders to offer on-the-spot verbal praise and recognition for employees who perform well. Therefore, it is strongly recommended that leaders in hotel operations actively and regularly acknowledge the efforts of their employees, particularly those from Generation Z.

This study also provides valuable insights into the role of LMX in fostering OCB behavior from the perspective of Generation Z employees. LMX is a unique concept, as the quality of the relationship can be assessed from either the employees' perspective of their leaders or vice versa (Chaudhry et al., 2021; Bos-Nehles & Audenaert, 2020). However, the antecedent factors influencing employees' LMX perceptions of their leaders remain underexplored, particularly in the context of the Indonesian hospitality industry. Future research should focus on empirically examining these antecedents, such as the impact of feedback culture – both positive and negative – on LMX perceptions, as well as the influence of organizational climate on LMX (Alo & Arslan, 2022) from the perspective of Generation Z employees.

This study has certain limitations that should be acknowledged. First, the cross-sectional nature of the data collection introduces the potential for bias during the interpretation process. Second, the sample size may be considered insufficient, as it represents an infinite population, which reduces the accuracy of the data. For future research, it is recommended to collect data from a larger and more diverse sample of Generation Z employees. This would allow for more reliable generalizations and provide a stronger basis for data interpretation.

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