

ORGANIZATIONAL CITIZENSHIP BEHAVIOR FOR PREPARING GEN-Z IN THE MODERN ERA: A COMPREHENSIVE REVIEW

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Abstract: This academic journal article offers a comprehensive review of Organizational Citizenship Behavior (OCB) and its critical role in preparing Generation Z (Gen-Z) employees for the modern workplace. With Gen-Z's increasing presence in the workforce, organizations encounter unique challenges in maximizing their potential and securing their engagement and commitment. Recognized for its positive impact on organizational effectiveness, OCB encompasses voluntary and discretionary behaviors that go beyond formal job descriptions. This paper delves into the theoretical foundations of OCB, explores its various dimensions, and examines its implications for Gen-Z employees in contemporary work environments. Furthermore, it provides evidence-based strategies and interventions that organizations can implement to cultivate OCB among Gen-Z employees, thereby enhancing their performance and job satisfaction. The study concludes with insights into the reliability and validity of these strategies and offers recommendations for future research and organizational practice.

Keywords: Organizational citizenship behavior; Gen-Z; Modern era; Workplace; Employee engagement; Organizational effectiveness

1 INTRODUCTION

The modern era workplace is undergoing profound transformations as it welcomes the entry of Generation Z (Gen-Z) employees. Born between the mid-1990s and early 2010s, Gen-Z individuals bring with them a distinctive set of characteristics, perspectives, and expectations that have the potential to reshape the organizational landscape. To effectively integrate and prepare Gen-Z employees for the demands of the modern workplace, organizations must gain a deep understanding of their motivations, behaviors, and patterns of engagement[1]. This article aims to explore the concept of Organizational Citizenship Behavior (OCB) and its relevance in fostering Gen-Z employees' preparedness, engagement, and commitment within this rapidly evolving context.

Gen-Z employees, shaped by their upbringing in a digital and interconnected world, possess unique attributes that distinguish them from previous generations. They are characterized as tech-savvy, entrepreneurial, diverse, and value-driven individuals who prioritize authenticity, social responsibility, work-life balance, and personal development[2]. As digital natives, they bring an inherent familiarity with technology and a keen ability to navigate the rapidly changing digital landscape. Organizations must recognize and appreciate these distinctive qualities to effectively harness the potential of Gen-Z employees and create a mutually beneficial work environment.

In order to maximize the contributions of Gen-Z employees, organizations must be proactive in understanding their motivations, behaviors, and expectations[3]. Traditional approaches to employee engagement and management may need to be reevaluated and adapted to meet the needs of this new generation. This is where the concept of Organizational Citizenship Behavior (OCB) comes into play. OCB refers to voluntary, discretionary behaviors exhibited by employees that go beyond their job descriptions and contribute to the overall effectiveness and functioning of the organization. These behaviors include helping colleagues, engaging in positive communication, demonstrating altruism, and displaying loyalty to the organization[4].

OCB has been recognized for its positive impact on organizational effectiveness, as it fosters cooperation, trust, and positive interpersonal relationships among employees[5]. It is particularly relevant in the context of Gen-Z employees, who seek meaningful work, opportunities for growth, and a supportive work environment. By understanding and promoting OCB among Gen-Z employees, organizations can enhance their preparedness, engagement, and commitment, leading to improved performance and satisfaction.

This article aims to provide a comprehensive review of OCB and its implications for preparing Gen-Z employees in the modern era workplace. It will delve into the theoretical foundations of OCB, examine its dimensions, and discuss its specific implications for Gen-Z employees. Furthermore, the article will present strategies and interventions that organizations can employ to foster OCB among Gen-Z employees, ultimately enhancing their performance and satisfaction in the dynamic and evolving modern workplace[6]. So, as the modern workplace continues to evolve with the influx of Gen-Z employees, organizations must adapt their approaches to effectively integrate and prepare this unique generation. Understanding the motivations, behaviors, and engagement patterns of Gen-Z employees is crucial for organizations to thrive in this new era. By exploring the concept of OCB and its relevance in fostering Gen-Z employees' preparedness, engagement, and commitment, this article aims to provide valuable insights and practical strategies for organizations to succeed in harnessing the potential of the Gen-Z workforce[7].

2 LITERATURE REVIEW

2.1 The Concept of Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) refers to discretionary, voluntary, and extra-role behaviors exhibited by employees, which are not explicitly stated in their job descriptions but contribute to the overall effectiveness and functioning of the organization. OCB encompasses a range of behaviors, including helping colleagues, engaging in positive communication, demonstrating altruism, and showing loyalty to the organization[8]. The dimensions of OCB commonly identified in the literature include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

2.2 Theoretical Foundations of OCB

Several theoretical perspectives have been proposed to explain the concept of OCB. Social exchange theory suggests that individuals engage in OCB as a form of reciprocity, expecting future benefits or rewards from others or the organization in return. The norm of reciprocity plays a crucial role in fostering OCB. Another theoretical framework is the social identity theory, which posits that individuals engage in OCB to enhance their social identity within the organization and gain a sense of belongingness and self-esteem[9]. Additionally, the theory of planned behavior emphasizes the role of individual attitudes, subjective norms, and perceived behavioral control in predicting OCB.

2.3 Relationship between OCB and Organizational Effectiveness

Extensive research has demonstrated a positive relationship between OCB and organizational effectiveness. OCB has been linked to various desirable outcomes, including improved team performance, higher levels of customer satisfaction, enhanced creativity and innovation, reduced turnover, and increased organizational commitment. OCB contributes to the development of a positive work environment and fosters cooperation, trust, and positive interpersonal relationships among employees.

2.4 Generation Z in the Modern Era

Generation Z, also known as the post-millennial or iGeneration, comprises individuals born between the mid-1990s and early 2010s. Gen-Z employees exhibit distinct characteristics shaped by their upbringing in a digital and interconnected world. They are tech-savvy, entrepreneurial, diverse, and value authenticity, social responsibility, work-life balance, and personal development. Gen-Z employees seek meaningful work, opportunities for growth, and a supportive work environment.

2.5 Expectations and Motivations of Gen-Z in the Workplace

Gen-Z employees have unique expectations and motivations in the workplace. They seek a flexible and inclusive work environment that embraces diversity and provides opportunities for continuous learning and skill development. Gen-Z employees value meaningful work that aligns with their personal values and allows them to make a positive impact on society[10]. They expect regular feedback, recognition, and opportunities for career advancement.

2.6 Challenges in Engaging Gen-Z Employees

Engaging Gen-Z employees presents specific challenges for organizations. Gen-Z employees are characterized by shorter attention spans and a preference for instant gratification, which can affect their commitment and loyalty. Organizations need to adapt their strategies to effectively engage Gen-Z employees, considering their digital fluency, desire for autonomy, and need for purposeful work experiences.

2.7 Organizational Citizenship Behavior (OCB) and the Research Gaps Identified

The existing body of research provides a solid foundation for understanding the concept of OCB and its significance for organizational effectiveness. Studies have consistently demonstrated the positive relationship between OCB and desirable outcomes, such as improved team performance, higher customer satisfaction, and increased organizational commitment[8]. The theoretical frameworks of social exchange theory, social identity theory, and the theory of planned behavior have offered valuable insights into the motivational mechanisms underlying OCB[9]. However, the reviewed literature has primarily focused on understanding OCB in the context of previous generations, without adequately addressing the unique challenges and opportunities presented by the influx of Generation Z (Gen-Z) employees in the modern workplace. This represents a significant gap in the current research, as Gen-Z employees exhibit distinct characteristics and expectations that may require organizations to reevaluate their traditional approaches to employee engagement and management. The literature highlights the distinctive traits of Gen-Z, such as their tech-savviness, entrepreneurial mindset, and strong emphasis on work-life balance and personal development[3,11]. These unique characteristics may shape the way Gen-Z employees perceive and engage in OCB, which could differ from the patterns observed in earlier generations.

One key research gap is the lack of empirical investigations into the specific role of OCB in engaging and motivating Gen-Z employees. It remains unclear whether the different dimensions of OCB, such as altruism, conscientiousness, and civic virtue, resonate with and influence the behaviors and attitudes of this generation in the same way as they have with previous generations[4]. Additionally, there is a need to explore the potential moderating or mediating factors that may shape the relationship between OCB and Gen-Z employee outcomes. Factors like organizational culture, leadership styles, and HR practices may play a crucial role in fostering OCB and effectively engaging this generation[10].

The development and evaluation of interventions or HR strategies specifically designed to promote OCB among Gen-Z employees also represent a promising area for future research. This could involve exploring innovative approaches to onboarding, training, and performance management that align with the unique needs and expectations of this generation. By addressing these research gaps, scholars can provide organizations with evidence-based insights and practical recommendations for cultivating OCB and effectively integrating Gen-Z employees into the modern workplace. This knowledge can help organizations harness the potential of this emerging generation and create a mutually beneficial work environment that enhances their performance, engagement, and long-term commitment.

2.8 Methodology

This comprehensive review employed a document analysis methodology, drawing upon both secondary and primary sources to gain a thorough understanding of Organizational Citizenship Behavior (OCB) and its implications for preparing Generation Z (Gen-Z) employees in the modern workplace. The study relied on a systematic examination of existing literature, including academic journal articles, research reports, and scholarly books, to establish a solid theoretical foundation and identify relevant strategies for fostering OCB among Gen-Z employees. In addition to the secondary sources, the review incorporated insights from primary sources, specifically observations conducted by the researcher. These observations were carried out in various organizational settings where Gen-Z employees were present, allowing the researcher to gather first-hand information about their behaviors, interactions, and responses to different organizational practices and interventions. The observer focused on capturing instances of OCB among Gen-Z employees, as well as their reactions to leadership styles, organizational culture, and technological initiatives aimed at promoting OCB.

3 STRATEGIES FOR FOSTERING OCB AMONG GEN-Z EMPLOYEES

3.1 Leadership and Supervisory Practices

3.1.1 Transformational leadership and its influence on OCB

Transformational leadership practices, such as providing a clear vision, inspiring followers, and stimulating intellectual growth, can positively influence OCB among Gen-Z employees. By fostering a supportive and empowering work environment, transformational leaders can motivate Gen-Z employees to engage in discretionary behaviors that benefit the organization. These leaders can articulate a compelling vision for the future, aligning it with Gen-Z's values of social responsibility and meaningful work, thereby encouraging them to go above and beyond their formal duties.

However, the effectiveness of transformational leadership in promoting OCB among Gen-Z might be contingent on the specific leadership style employed. While Gen-Z values authenticity and transparency in leadership, an overly charismatic or authoritative approach might be met with skepticism. This generation, known for its independent thinking and desire for autonomy, may respond better to a collaborative and inclusive leadership style that encourages their active participation in decision-making processes.

Furthermore, transformational leaders can effectively model OCB behaviors, setting a positive example for Gen-Z employees to emulate. By demonstrating altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, leaders can inspire Gen-Z to internalize these values and exhibit them in their own actions. This approach aligns with social learning theory, which suggests that individuals learn by observing and imitating the behaviors of role models. Finally, transformational leaders can leverage individual initiative and empower Gen-Z employees to take ownership of their work, creating opportunities for them to contribute to the organization in meaningful ways. This sense of ownership and empowerment can foster a sense of responsibility and commitment, leading to increased OCB.

3.1.2 Coaching and feedback for OCB enhancement

Effective coaching and regular feedback can enhance OCB among Gen-Z employees. Providing constructive feedback, recognizing and rewarding OCB behaviors, and offering guidance and support can motivate Gen-Z employees to continue exhibiting OCB[13]. Coaching sessions can also focus on developing interpersonal skills and promoting a culture of collaboration and teamwork[13]. This generation, raised in a feedback-rich environment, thrives on regular affirmation and constructive criticism.

However, the delivery method and frequency of feedback should be tailored to Gen-Z's preferences. While they value frequent feedback, traditional performance reviews conducted annually might be perceived as outdated and ineffective. Instead, incorporating technology-mediated feedback channels, such as instant messaging platforms or online performance dashboards, can provide real-time feedback and facilitate ongoing dialogue between supervisors and Gen-Z employees. This approach aligns with their preference for instant communication and digital fluency.

Moreover, coaching and feedback sessions should focus on developing Gen-Z's understanding of the specific OCB dimensions valued within the organization. By explicitly outlining the behaviors associated with altruism,

conscientiousness, sportsmanship, courtesy, and civic virtue, organizations can provide a clear roadmap for Gen-Z employees to follow. This approach can help bridge the gap between Gen-Z's expectations and the organizational norms surrounding OCB. Finally, organizations should encourage peer-to-peer feedback and recognition, leveraging Gen-Z's affinity for social interaction and online platforms. Implementing peer recognition programs or utilizing social media channels to acknowledge OCB behaviors can create a positive feedback loop, motivating Gen-Z employees to continuously strive for excellence and contribute to a supportive work environment.

3.2 Organizational Culture and Climate

3.2.1 Creating an inclusive and supportive organizational culture

Organizations can foster OCB among Gen-Z employees by cultivating an inclusive and supportive organizational culture. Encouraging diversity, promoting open communication, and valuing employee contributions create an environment where Gen-Z employees feel comfortable and motivated to engage in OCB[12]. Organizations can establish norms and practices that promote teamwork, knowledge sharing, and mutual support[12]. Gen-Z, being the most diverse generation yet, thrives in environments that value inclusivity and respect individual differences.

However, fostering such a culture in a multigenerational workplace presents unique challenges. Organizations need to bridge the gap between the values and expectations of Gen-Z and those of older generations. This might involve implementing flexible work arrangements, promoting reverse mentoring programs, and facilitating intergenerational dialogues to foster mutual understanding and respect.

Furthermore, organizations should actively solicit feedback from Gen-Z employees regarding their experiences and suggestions for improvement. This generation, known for its outspokenness and desire for change, can offer valuable insights into how the organizational culture can be made more inclusive and supportive. Creating dedicated channels for Gen-Z to voice their opinions and participate in decision-making processes can empower them to contribute to shaping the organizational culture. Finally, organizations should ensure that their values and mission resonate with Gen-Z's desire for social responsibility and meaningful work. By demonstrating a commitment to ethical practices, environmental sustainability, and social impact initiatives, organizations can attract and retain Gen-Z talent while simultaneously fostering a culture that encourages OCB.

3.2.2 Recognition and rewards for OCB

Recognizing and rewarding OCB behaviors is crucial for fostering OCB among Gen-Z employees. Organizations can implement formal and informal recognition programs that acknowledge and appreciate employees' discretionary efforts[14]. Rewards can include verbal praise, certificates, promotions, or financial incentives. Recognizing and rewarding OCB not only motivates Gen-Z employees but also reinforces the importance of such behaviors within the organization. Gen-Z, being digitally savvy and accustomed to instant gratification, might respond well to recognition delivered through online platforms or social media channels.

However, organizations should avoid a one-size-fits-all approach to rewards. Gen-Z values personalized experiences and opportunities for growth. Therefore, offering a diverse range of rewards, such as personalized learning opportunities, mentorship programs, or opportunities to contribute to social impact initiatives, might be more effective than traditional monetary rewards.

Moreover, organizations should ensure that recognition and rewards for OCB are timely and specific. Gen-Z, accustomed to instant feedback and recognition, might not respond well to delayed or generic forms of appreciation. Organizations should leverage technology to provide real-time recognition and personalized rewards, catering to Gen-Z's preference for instant gratification and digital fluency. Finally, organizations should consider incorporating peer-to-peer recognition programs, allowing Gen-Z employees to acknowledge and reward each other's OCB behaviors. This approach can foster a sense of community and encourage collaboration, further strengthening the organizational culture and promoting OCB.

3.3 Technological Interventions

3.3.1 Leveraging technology to foster OCB among Gen-Z

Organizations can leverage technology to foster OCB among Gen-Z employees. Digital platforms, intranets, and collaboration tools can facilitate knowledge sharing, communication, and engagement. Organizations can establish online communities where Gen-Z employees can contribute their ideas, provide support, and engage in collaborative problem-solving[15]. Additionally, organizations can utilize social media and gamification techniques to encourage and recognize OCB behaviors. This generation, having grown up immersed in technology, naturally gravitates towards digital tools and platforms.

However, organizations should be mindful of the potential pitfalls of over-reliance on technology. While digital platforms can facilitate communication and collaboration, they can also lead to information overload and digital fatigue. Striking a balance between online and offline interactions is crucial to avoid alienating employees who prefer face-to-face communication or those who might feel overwhelmed by the constant influx of digital information.

Furthermore, organizations should ensure that the technology employed is user-friendly and accessible to all Gen-Z employees, regardless of their technical proficiency. Providing adequate training and support can ensure that technology serves as a facilitator of OCB rather than a barrier to participation. Finally, organizations should leverage technology to create personalized learning experiences and development opportunities for Gen-Z employees. By offering online

courses, virtual mentorship programs, or digital platforms for skill-sharing, organizations can cater to Gen-Z's desire for continuous learning and professional growth, ultimately promoting OCB by empowering them to contribute their skills and knowledge to the organization.

3.3.2 Gamification and digital platforms for OCB enhancement

Gamification techniques can be employed to promote OCB among Gen-Z employees. Organizations can design interactive and engaging digital platforms that encourage Gen-Z employees to participate in OCB-related activities, earn points, and unlock rewards. Gamification elements such as leaderboards, badges, and challenges can motivate Gen-Z employees to exhibit OCB and foster a culture of continuous improvement and engagement. This approach can tap into their competitive spirit and desire for recognition within their peer group.

However, the effectiveness of gamification hinges on the design and implementation of the digital platforms. Simply incorporating game mechanics without a clear connection to organizational goals or meaningful rewards can lead to superficial engagement and ultimately fail to promote genuine OCB. Organizations should ensure that gamified platforms align with organizational values, promote collaboration and knowledge sharing, and offer rewards that resonate with Gen-Z's aspirations for personal and professional growth.

Moreover, organizations should ensure that gamified platforms are inclusive and accessible to all Gen-Z employees, regardless of their gaming experience or technical proficiency. Providing clear instructions, tutorials, and ongoing support can ensure that all Gen-Z employees can participate and benefit from the gamified experience. Finally, organizations should regularly evaluate the effectiveness of gamified platforms, gathering feedback from Gen-Z employees and making adjustments as needed. This iterative approach can ensure that gamification remains a relevant and engaging tool for promoting OCB among Gen-Z employees.

Table 1 Summarizing The Strategies For Fostering OCB Among Gen-Z Employees

Strategies for Fostering OCB among Gen-Z Employees	Description
Transformational Leadership	Transformational leaders provide vision, inspiration, and intellectual stimulation to create a supportive and empowering work environment that motivates Gen-Z employees to engage in discretionary behaviors voluntarily, fostering OCB.
Coaching and Feedback	Effective coaching and regular feedback help enhance OCB among Gen-Z employees. Constructive feedback, recognition of OCB behaviors, and guidance and support encourage Gen-Z employees to continue exhibiting OCB. Coaching sessions can focus on developing interpersonal skills and promoting a culture of collaboration and teamwork.
Inclusive and Supportive Organizational Culture	Cultivating an inclusive and supportive culture that values diversity, promotes open communication, and recognizes employee contributions creates an environment where Gen-Z employees feel comfortable and motivated to engage in OCB. Establishing norms and practices that encourage teamwork, knowledge sharing, and mutual support is essential.
Recognition and Rewards	Recognizing and rewarding OCB behaviors is crucial for fostering OCB among Gen-Z employees. Implementing formal and informal recognition programs that acknowledge and appreciate employees' discretionary efforts, such as verbal praise, certificates, promotions, or financial incentives, motivates Gen-Z employees and reinforces the importance of OCB within the organization.
Leveraging Technology	Organizations can leverage technology to foster OCB among Gen-Z employees. Digital platforms, intranets, and collaboration tools facilitate knowledge sharing, communication, and engagement. Creating online communities where Gen-Z employees can contribute ideas, provide support, and engage in collaborative problem-solving encourages OCB. Social media and gamification techniques can also be utilized to encourage and recognize OCB behaviors.
Gamification and Digital Platforms	Gamification can be an effective strategy for promoting organizational citizenship behavior (OCB) among Generation Z employees. To maximize its impact, organizations should design interactive and engaging digital platforms that align with their values, encourage participation in OCB-related activities, and offer rewards that resonate with Gen-Z's aspirations. The success of gamification hinges on its inclusivity, accessibility, and ongoing support for all Gen-Z employees. Regular evaluation and iteration based on employee feedback are crucial to ensuring that gamification remains a relevant and engaging tool for fostering OCB among this generation.

4 DISCUSSION

The findings of this comprehensive review highlight the critical role of Organizational Citizenship Behavior (OCB) in preparing Generation Z (Gen-Z) employees for the modern workplace. The study's results align with existing literature, which emphasizes the positive impact of OCB on organizational effectiveness, employee engagement, and job satisfaction[7,10]. However, this review extends the current understanding by focusing specifically on the unique characteristics and expectations of Gen-Z employees, an area that has been relatively underexplored in previous research.

The review underscores the importance of fostering a supportive and inclusive organizational culture to promote OCB among Gen-Z employees. This finding is consistent with previous studies that have highlighted the role of organizational culture in shaping employee behaviors and attitudes[12]. However, the present review provides new insights by emphasizing the specific cultural elements that resonate with Gen-Z, such as diversity, open communication, and recognition of employee contributions. These findings suggest that organizations may need to adapt their cultural practices to effectively engage and motivate this emerging generation. Furthermore, the review identifies transformational leadership and effective coaching and feedback as key strategies for enhancing OCB among Gen-Z employees. While previous research has established the positive influence of transformational leadership on employee outcomes[2], this study contributes to the literature by exploring how transformational leadership practices can be tailored to meet the unique needs and preferences of Gen-Z. The emphasis on collaborative and inclusive leadership styles, as well as the importance of modeling OCB behaviors, provides practical insights for organizations seeking to develop effective leadership strategies for this generation.

The review also sheds light on the potential of technological interventions, such as gamification and digital platforms, in promoting OCB among Gen-Z employees. This finding is particularly relevant in the context of the modern workplace, where technology plays an increasingly central role in shaping employee experiences and interactions. While previous studies have explored the use of gamification in various organizational contexts[16], this review contributes to the literature by examining its specific application in fostering OCB among Gen-Z employees. The emphasis on designing inclusive, accessible, and meaningful gamified experiences provides valuable guidance for organizations looking to leverage technology to engage and motivate this digitally savvy generation. However, the review also acknowledges the potential challenges and limitations associated with these strategies. For instance, the effectiveness of transformational leadership in promoting OCB among Gen-Z may be contingent on the specific leadership style employed, and an overly authoritative approach may be met with skepticism. Similarly, while technology can facilitate communication and collaboration, organizations must be mindful of the potential pitfalls of over-reliance on digital platforms, such as information overload and digital fatigue. These findings highlight the need for organizations to carefully consider the nuances and complexities involved in implementing these strategies and to adopt a tailored approach that takes into account the unique characteristics and preferences of Gen-Z employees.

This comprehensive review contributes to the existing body of knowledge by providing a focused examination of OCB in the context of Gen-Z employees. The findings offer valuable insights and practical recommendations for organizations seeking to cultivate OCB and effectively integrate this emerging generation into the modern workplace. However, the review also identifies several areas for future research, such as empirical investigations into the specific dimensions of OCB that resonate with Gen-Z and the development and evaluation of targeted interventions to promote OCB among this generation. As organizations continue to navigate the challenges and opportunities presented by the influx of Gen-Z employees, further research in this area will be crucial to inform evidence-based practices and support the success of both individuals and organizations in the modern era. The findings of this comprehensive review provide valuable insights into the role of Organizational Citizenship Behavior (OCB) in preparing Generation Z (Gen-Z) employees for the modern workplace. The study's results corroborate existing literature, which emphasizes the positive impact of OCB on various organizational outcomes, such as employee performance, job satisfaction, and organizational commitment[8,17]. However, this review extends the current understanding by focusing specifically on the unique characteristics, expectations, and preferences of Gen-Z employees, an area that has received limited attention in previous research.

One of the key findings of this review is the importance of creating an inclusive and supportive organizational culture to foster OCB among Gen-Z employees. This finding aligns with previous studies that have highlighted the significant influence of organizational culture on employee attitudes and behaviors[18,19]. However, the present review provides new insights by identifying specific cultural elements that are particularly relevant to Gen-Z, such as diversity, open communication, and recognition of employee contributions. These findings suggest that organizations may need to reassess and adapt their cultural practices to effectively engage and motivate this emerging generation. For instance, organizations may need to prioritize diversity and inclusion initiatives, establish transparent communication channels, and implement recognition programs that align with Gen-Z's values and preferences. Furthermore, the review underscores the critical role of leadership in promoting OCB among Gen-Z employees. The findings highlight the effectiveness of transformational leadership practices, such as providing a clear vision, inspiring followers, and stimulating intellectual growth, in creating a supportive and empowering work environment that encourages discretionary behaviors. This finding is consistent with previous research that has established the positive influence of transformational leadership on employee outcomes[20,21]. However, this review contributes to the literature by exploring how transformational leadership practices can be tailored to meet the unique needs and preferences of Gen-Z. The emphasis on collaborative and inclusive leadership styles, as well as the importance of modeling OCB behaviors, provides practical insights for organizations seeking to develop effective leadership strategies for this generation.

In addition to transformational leadership, the review highlights the importance of effective coaching and feedback in enhancing OCB among Gen-Z employees. This finding aligns with previous research that has demonstrated the positive impact of coaching and feedback on employee performance and engagement[22,23]. However, the present review extends the current understanding by examining the specific preferences and expectations of Gen-Z employees regarding coaching and feedback. The findings suggest that Gen-Z employees value regular, constructive feedback and personalized coaching that focuses on their professional development and growth. Organizations may need to adapt their performance management practices to incorporate more frequent, technology-mediated feedback channels and

provide targeted coaching sessions that align with Gen-Z's career aspirations and learning preferences. The review also explores the potential of technological interventions, such as gamification and digital platforms, in promoting OCB among Gen-Z employees. This finding is particularly relevant in the context of the modern workplace, where technology plays an increasingly central role in shaping employee experiences and interactions. While previous studies have investigated the use of gamification in various organizational contexts [16,24], this review contributes to the literature by examining its specific application in fostering OCB among Gen-Z employees. The findings suggest that well-designed gamification techniques, such as leaderboards, badges, and challenges, can tap into Gen-Z's competitive spirit and desire for recognition, ultimately motivating them to engage in discretionary behaviors. However, the review also highlights the importance of ensuring that gamified platforms are inclusive, accessible, and aligned with organizational values and goals.

Despite the potential benefits of these strategies, the review also acknowledges the challenges and limitations associated with their implementation. For instance, while transformational leadership can be effective in promoting OCB among Gen-Z employees, organizations must be cautious of adopting an overly authoritative or charismatic leadership style, as it may be met with skepticism by this generation. Similarly, while technology can facilitate communication and collaboration, organizations must be mindful of the potential risks of over-reliance on digital platforms, such as information overload, digital fatigue, and the erosion of face-to-face interactions. These findings underscore the need for organizations to carefully consider the nuances and complexities involved in implementing these strategies and to adopt a balanced approach that takes into account the unique characteristics and preferences of Gen-Z employees. Moreover, the review identifies several areas for future research that can further advance our understanding of OCB in the context of Gen-Z employees. For instance, empirical investigations into the specific dimensions of OCB that resonate with Gen-Z, such as altruism, conscientiousness, and civic virtue, can provide valuable insights into the behaviors that are most likely to be exhibited by this generation. Additionally, future research could explore the potential moderating or mediating factors that may influence the relationship between OCB and Gen-Z employee outcomes, such as organizational culture, leadership styles, and HR practices. The development and evaluation of targeted interventions and strategies specifically designed to promote OCB among Gen-Z employees is another promising avenue for future research. By addressing these research gaps, scholars can provide organizations with evidence-based insights and practical recommendations for cultivating OCB and effectively integrating Gen-Z employees into the modern workplace.

Overall, this comprehensive review contributes to the existing body of knowledge by providing a focused examination of OCB in the context of Gen-Z employees. The findings offer valuable insights and practical recommendations for organizations seeking to foster OCB and effectively prepare this emerging generation for the challenges and opportunities of the modern workplace. By creating an inclusive and supportive organizational culture, adopting transformational leadership practices, providing effective coaching and feedback, and leveraging technology, organizations can tap into the unique strengths and potential of Gen-Z employees and create a mutually beneficial work environment that promotes discretionary behaviors and organizational success. However, the review also highlights the need for further research to deepen our understanding of OCB among Gen-Z employees and to inform evidence-based practices that can support the success of both individuals and organizations in the modern era. As Gen-Z continues to shape the future of work, it is crucial for organizations to proactively adapt their strategies and practices to effectively harness the potential of this diverse and dynamic generation.

5 CONCLUSION

This article presents an extensive examination of Organizational Citizenship Behavior (OCB) and its significance in preparing Generation Z (Gen-Z) employees for the contemporary workplace. By comprehending the dimensions and theoretical underpinnings of OCB, organizations can adopt various strategies and interventions to cultivate OCB among Gen-Z employees, resulting in enhanced employee engagement, commitment, and performance. The paper emphasizes the critical role of fostering a supportive organizational culture, leveraging effective leadership practices, and harnessing technology to effectively promote OCB within the Gen-Z workforce. Ultimately, organizations that prioritize OCB among Gen-Z employees will position themselves for success in the modern era.

COMPETING INTERESTS

The authors have no relevant financial or non-financial interests to disclose.

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