

Chapter 6

Generation Z Extra-Role Behavior: The Role of Employer Branding and Inclusive Leadership

Yanuar Surya Putra*

Hardi Utomo†

and Endang Purwanti‡

Department of Management, AMA School of Economics, Salatiga,
Central Java, Indonesia

Abstract

Extra-role behavior refers to employees' voluntary acts taken outside of their 'role' at work for the benefit of the business. Extra-role behavior is an employee's voluntary contribution "above and beyond" the formal job description that does not qualify for a compensation system but contributes to the effectiveness and efficiency of organizational functioning. This act is designed to help the organization; extra-role behavior can be utilized to keep the organization from engaging in unethical or unlawful behavior and boost productivity and performance, which benefits the organization in the long run. According to this explanation, this study aims to construct a model for developing extra-role behavior in Generation Z employees by leveraging employer branding and perceived organizational support, with

* Corresponding Author's Email: yanuar_suryaputra@stieama.ac.id.

† Corresponding Author's Email: hardiutomo@stieama.ac.id.

‡ Corresponding Author's Email: endangpurwanti@stieama.ac.id.

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organizational commitment serving as a mediator. This research is intended to help firms in Central Java, Indonesia, manage the work behaviors of Generation Z employees. The samples were Generation Z employees in Central Java, with 265 respondents. The data was analyzed using the partial least squares model. The findings showed that employee branding and perceived organizational support are positively associated with extra-role behavior and that organizational commitment mediates the relationship between employee branding and perceived organizational support.

Keywords: extra-role behavior, employer branding, perceived organization support, organizational commitment

Introduction

The current organizational environment conditions demand business organizations to improve their performance to excel in business competition. One of the ways to deal with this condition is to maximize the role of human resources. Human resources must be the center of organizational activities so that the organization can explore the potential of its human resources. The Resource-Based View theory states that human resources have a significant role in the organization's success. To get an optimal contribution from human resources, the integrity of each employee is essential; besides that, extra-role behavior such as employee creativity and contextual performance (i.e., individual behavior that supports the social environment in which he is assigned) is essential to increase organizational performance.

According to Lamm et al. (2015), extra-role behavior is a flexible behavior not directly assessed by the formal organizational reward system; as a whole, it contributes to organizational effectiveness by helping colleagues and contributing more to the organization. Extra-role behavior is outside the 'call of duty' and not included in the company's reward system; it is also not considered in the performance appraisal process (Srivastava and Shree 2019). Extra-role behavior is voluntary, based on individual judgment, and not mandatory. This behavior is intended to benefit the organization, not individuals. In addition, extra-role behavior can be used to prevent organizations from engaging in unethical actions and illegal practices and increase productivity and performance, which benefits the organization in the long run (Van Dyne and Ang 1998).

Many factors outside individual factors influence employees' extra-role behavior; one of those factors is employer branding. Employee branding originates from the concept of marketing developed from the point of view of human resource management. Employer branding promotes the company through human resources activities, where employees feel safe, want to build, and are loyal to their organization (Chan, Rivani, and Fajarwati 2019). This process aims to attract, recruit, and retain ideal employees or what is known as top talents. Employer branding is a way to build company values that will attract employees to work for the company. Through employer branding, it is hoped that employees will feel comfortable working and can have extra-role behavior. The next factor that can influence extra-role behavior is perceived organizational support. Perceived organization support is employee belief that the organization values their contributions and cares about their welfare (Aselage and Eisenberger 2003). Perceived organizational support shows employees' perceptions about the amount of support, attention, and appreciation they receive from employers and strengthens employees' adaptability to the organizational environment (Lamm, Tosti-Kharas, and King 2015). Previous studies stated that perceived organizational support increases employee commitment and their sense of obligation to the organization. Thus, perceived organizational support can strengthen employee retention behavior through their commitment and obligations to an organization (Krishnan and Mary 2012). From this explanation, organizational commitment is the variable that mediates the effect of employee branding and perceived organizational support on extra-role work behavior in this study. Organizational commitment is employees' emotional attachment and psychological bond with the organization (Ghasemi 2014). This is an indication of the willingness of employees to remain members of the organization. Organizational commitment will determine the level of employee acceptance of organizational strategy and culture, desire to work on behalf of the organization with strong motivation, and remain in the organization (Mowday et al., 1982).

Currently, many organizations face high turnover intention and employee disloyalty, especially employees from Generation Z. According to Forrester's research results, it is estimated that by 2030, 74% of the active workforce will consist of millennial and Generation Z workers. In particular, Generation Z, as a true digital native, has a different character from the millennial generation and previous generations. Generation Z also has different preferences in the working environment. As a new workforce with unique characteristics, Generation Z will influence the approach to employee management. The

problem that occurs in the work behavior of Generation Z is the lack or even the absence of extra-role behavior from Generation Z employees; this is related to the characteristics of Generation Z, who quickly change jobs. There are many reasons for employees to decide to leave a company. Even though this is natural, if an employee leaves the company, it is not favorable for the company. In Generation Z, limited self-development space is often why Generation Z employees withdraw from the company. Besides that, the emergence of quiet quitting behavior among Generation Z is also a problem for companies because Generation Z employees only work according to their in-role and want to avoid developing extra-role behavior. From these problems, the purpose of this research is to build a model for developing extra-role behavior for Generation Z employees and also to contribute to companies in Salatiga City to be able to manage the work behavior of Generation Z employees so that they have extra-role behavior and are loyal to the company where they work. The urgency of this research is related to the domination of Generation Z. It is predicted that by 2030, 74% of the workforce will be dominated by Generation Z and millennials, so there is a need for a human resource management model that can build extra-role behavior of employees of Generation Z, so that organizational performance can be maximized without being disturbed by high turnover intention and having employees who are loyal to the organization.

Extra-Role Behavior

The novelty related to extra-role work behavior research, especially employer branding and perceived organizational support, is shown from several studies on behavior with various perspectives. Behavior is physiologically defined as the response of human organs to external stimuli. Conversely, psychologically, behavior is defined as all human responses to any input, including both explicit and implicit behavior. According to Zhu (2013), human behavior is determined by the reciprocal relationship between humans and the environment. In the context of employees as members of organizations, behavior has received much attention, especially from the human resource management side. In this study, employees' roles in the organization are analyzed using in-role behavior and extra-role behavior. In this context, previous researchers have highlighted the importance of extra-role in organizational settings (Bies and Organ 1989; Schuh et al. 2018; Srivastava and Shree 2019).

Extra-role behavior refers to behavior or voluntary actions of employees outside the 'role' in their work that is carried out for the organization's benefit (Van Dyne and Ang 1998). Extra-role behavior is another factor that influences overall organizational success (Demerouti, Bakker, and Gevers 2015; Lamm, Tosti-Kharas, and King 2015; Scola et al. 2017). Furthermore, Srivastava & Shree (2019) stated that extra-role behavior is work behavior that exceeds work requirements and contributes to organizational success. An employee can demonstrate extra-role behavior by helping colleagues and customers, doing extra work when needed, and looking for ways to increase organizational productivity. Extra-role behavior is flexible individual behavior, not assessed directly by the organization's formal reward system, but as a whole contributes to organizational effectiveness. From several opinions, it is concluded that extra-role behavior is the contribution of employees "more than" formal job descriptions, which are voluntary and are not recognized as a reward system but contribute to the effectiveness and efficiency of organizational functions. Extra-role behavior is measured in five dimensions: conscientiousness, altruism, civic virtue, courtesy, and sportsmanship (Scola et al. 2017).

Employer Branding

Employer branding is an activity to provide functional, economic, and psychological benefits from the company to its employees by building a positive brand attribute or brand image for the company's reputation and used as an attraction for prospective employees and employees who are already working (Chawla 2020; Srivastava and Shree 2019). Employer branding is an idea adopted from the field of marketing. This term shows the different characteristics of a company as an employer with other competing companies, so it can be said that employer branding is an effort to highlight unique aspects of the company's environment to attract potential employees or to motivate current employees to continue working at the company (Purusottama and Ardianto 2019). Employer branding helps organizations focus on identifying themselves in the job market to have more value in the eyes of employees or prospective employees. Employer branding is a way to build company values that will attract employees to work for the company. Through employer branding, it is hoped that employees will feel comfortable working and can have extra-role behavior. The indicator used to measure employer branding is by using the Employer attractiveness scale, in which there are five dimensions

to measure employer branding, namely interest value, social value, economic value, development value, and application value (Berthon et al. 2005).

Organizations that care about employer branding will try to promote the company and find the unique values that set it apart as a desirable workplace. If this employer branding is communicated well, the company will have an attraction for potential employees and current employees (Khan et al. 2020). With this attraction, it is believed that employees who work in the company would have the motivation to be able contribute more to the organization through extra-role behavior based on individual will, especially for Gen Z employees. (Krishnan and Mary 2012; Wahda et al. 2020). Although not considered an element of job appraisal, such behavior is necessary to develop a healthy culture at work (Srivastava and Shree 2019). From this description, the hypothesis can be formulated:

H₁: Employer branding has a positive influence on the extra-role behavior of Generation Z employees.

Perceived Organizational Support

Perceived organizational support is the general belief of employees that the organization where they work appreciates the contributions of employees and cares about their well-being (Gökmen, Türen, and Erdem 2015). According to Lamm et al. (2015) perceived organizational support shows employees' perceptions of the support, attention, and rewards they receive from employers and can strengthen employees' adaptability to the organizational environment. Perceived Organization Support (POS) is a managerial effort to maintain information flow and positive internal relationships with individuals in the organization, make them feel valued, and the organization also pays attention to employee welfare (Erdem et al. 2017). POS is an essential concept in the organizational behavior literature, where organizational support can explain the relationship between the organization and employees' attitudes and behavior towards their work and organization. Krishnan and Mary (2012) also said that POS is an organizational support that assesses the extent of contribution, pays attention to welfare, listens to complaints, pays attention to life, and treats employees fairly by the organization. Organizational attitudes towards participation and ideas given by employees, as well as organizational responses when employees experience problems, focus on organizational attention to employee welfare and health are the most critical aspects that are

the primary concern of the employees themselves (Krishnan and Mary 2012). Perceived organizational support is measured using fairness, supervisory support, organizational rewards, and working conditions (Erdem et al., 2017).

If the company does not assist employees engaged in issues, the employees will realize the company offers no help. Displaying extra-role behavior will be a challenge when employees believe the company does not support their current circumstances. In addition, POS is also an antecedent of employee welfare and health because employees will recognize and experience the organization's support for the challenges they encounter, which in turn can encourage extra-role behavior from these employees. Thus, perceived organizational support can strengthen employee retention behavior through their commitment and obligations to an organization (Krishnan and Mary 2012). From this description, the following hypothesis can be formulated:

H₂: Perceived organizational support has a positive influence on the extra-role behavior of Generation Z employees.

The Mediating Role of Organizational Commitment

Organizational commitment is employees' emotional attachment and psychological bond with the organization (Ghasemi 2014). Commitment is an indication of an employee's willingness to remain a member of an organization (Fu, Bolander, and Jones 2009). Committed employees show loyalty and psychological attachment to work and identify with organizational goals. Research shows that employees with solid commitment are a valuable asset to an organization; as a committed workforce, they can ensure improvement and increase organizational performance, productivity, and competitiveness (Bobo 2017; Fernandez and Moldogaziev 2013). Singh (2015) suggests three separate dimensions of organizational commitment: affective commitment, continuance commitment, and normative commitment. Organizational commitment can be formed from individual and organizational factors. In this study, employer branding is an organizational factor that offers added value or uniqueness to a company, making employees feel interested in remaining in the organization. Likewise, perceived organizational support is also an organizational factor that can shape organizational commitment. When employees have a good perception of the organization where they work,

commitment and extra-role behavior will also be formed. From this description, the hypotheses that can be formulated are:

- H₃: Employer branding has a positive influence on the organizational commitment of Generation Z employees
- H₄: Perceived organizational support has a positive effect on the organizational commitment of Generation Z employees
- H₅: Organizational commitment has a positive effect on the extra-role behavior of Generation Z employees
- H₆: Organizational commitment mediates the effect of employer branding and perceived organizational support on the extra-role behavior of Generation Z employees

Methodology

This research was held in Salatiga, Central Java, Indonesia, with Generation Z, who are already working in business organizations, as the respondents. According to statistical data of Salatiga in 2023, the number of Generation Z is 24.81% of the total population of Salatiga (born > 1994, with an average age between 18-25 years). Two hundred thirty-nine data were collected from the survey. Of the 239 participants, 125 (52.3%) were men, and 114 (47.7%) were women. SEM analysis using Partial Least Square (PLS) is the tool used. Employer branding indicators are measured using the Employer Attractiveness scale, in which there are five dimensions to measure employer branding, i.e., interest value, social value, economic value, development value, and application value (Berthon, Ewing, and Hah 2005). Perceived organizational support is measured using four indicators: fairness, supervisory support, organizational rewards, and working conditions (Erdem et al. 2017). Organizational commitment is measured by three separate indicators of organizational commitment, i.e., affective commitment, continuance commitment, and normative commitment (Arasanmi and Krishna 2019). Finally, extra-role behavior is measured by five dimensions, i.e., *conscientiousness, altruism, civic virtue, courtesy, and sportsmanship* (Scola et al. 2017).

Result

Outer Model Analysis

This outer model analysis specifies the relationship between latent variables and their indicators. The outer model also defines how each indicator relates to its latent variable. The results of the outer model in this study are shown in the table below;

Table 1. Outer Model

Variables	Indicators	Outer Loading	Chronbach Alpha	Composite Reliability	AVE
Employer Branding	Em_brand1	0.864	0.898	0.901	0.711
	Em_brand2	0.830			
	Em_brand3	0.836			
	Em_brand4	0.856			
	Em_brand5	0.800			
Perceived Organization Support	POS1	0.853	0.895	0.897	0.705
	POS2	0.807			
	POS3	0.862			
	POS4	0.863			
	POS5	0.811			
Organizational Commitment	Commit3	0.847	0.881	0.882	0.736
	Commit5	0.869			
	Commit6	0.865			
	Commit7	0.852			
Extra-role Behavior	Extrarole1	0.805	0.881	0.886	0.737
	Extrarole2	0.871			
	Extrarole3	0.875			
	Extrarole4	0.881			

Table 1 explains that the convergent validity can be seen from the loading factor. The loading factor from each latent variable shows a value greater than 0.70. The Average Variance Extracted (AVE) value of each research variable, i.e., employer branding, perceived organizational support, organizational commitment, and extra-role behavior, is more significant than 0.5, so it can be concluded that all variables have good convergent validity. The reliability test was carried out to test the internal consistency of the measuring instrument; the reliability test was carried out by comparing the Cronbach alpha value, which must be greater than 0.7. The Cronbach alpha values of each research

variable are all > 0.7, so it can be concluded that the measuring instruments used in this study are reliable.

Table 2. Heterotrait Monotrait Ratio (HTMT)

Variables	Employer Branding	Perceived Organizational Support	Organization Commitment	Extra-role Behavior
Employer Branding				
Perceived Organizational Support	0.677			
Organization Commitment	0.368	0.564		
Extra-role Behavior	0.614	0.630	0.402	

Furthermore, a discriminant validity test is also needed to assess the correlation between different constructs. Discriminant validity relates to the principle that different constructs should not be highly correlated; based on the HTMT result with a rule-of-thumb > 0.9, the discriminant validity test shows that all variables have an HTMT ratio above 0.9. It also can be concluded that the constructs have high discriminant validity.

Inner Model Analysis

The structural model in PLS is evaluated using R². The R² value measures the level of variation in the independent variable changes to the dependent variable. The higher the R² value, the better the prediction model of the research model. The results of the R² value can be seen in the following table:

Table 3. R² Result

	R ²	Adjusted R ²
Extra-role Behavior	0.510	0.504
Organizational Commitment	0.156	0.149

Table 3 shows the R² and adjusted R² values; in this study, the statistics used are inferential because the results of the analysis of the data taken from the sample will be generalized or will represent the study population as a whole, so the R² value used is the adjusted R² value where the adjusted R² value of employer branding and perceived organizational support variables to

the extra-role behavior is 0.504 or can be categorized as high influence, while the adjusted R^2 value of employer branding and perceived organizational support variables to organizational commitment is 0.149 or can be classified as weak influence model.

Hypothesis Testing

Hypothesis testing is analyzed by testing the direct and indirect effects of the independent variables on the dependent variable (through mediating variables). The following is a research model for testing hypotheses.

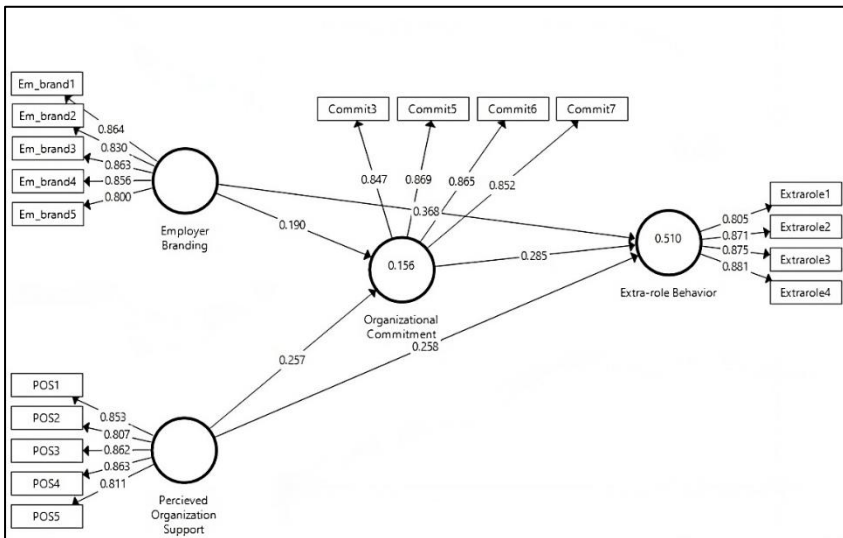


Figure 1. Research Model.

The figure shows the research model from the results of the PLS analysis, where it can be seen that there are direct and indirect (mediation) influences from the independent variable on the dependent variable. Hypothesis testing for a direct effect can be seen from the T statistic value more significant than the T table or the p -value < 0.05 . The results of the analysis for hypothesis testing can be seen in Table 4.

Table 4 shows the results of the t-statistic and p-values (< 0.05) of the direct influence between variables so that the results of direct hypothesis testing can be concluded as follows: Employer branding positively impacts the

extra-role behavior of Generation Z employees. Therefore, the first hypothesis is accepted: perceived organizational support positively influences the extra-role behavior of Generation Z employees. Consequently, the second hypothesis is accepted. Employer branding positively impacts the organizational commitment of Generation Z employees. Therefore, the third hypothesis is accepted. Perceived organizational support positively affects the organizational commitment of Generation Z employees. Therefore, the fourth hypothesis is accepted. Organizational commitment positively impacts the extra-role behavior of Generation Z employees; in other words, the fifth hypothesis is accepted.

Table 4. Path Coefficients

Variables	Original sample	Sample mean	Standard deviation	T Statistic	P Values	Hypothesis Testing
Employer Branding → Extra-role Behavior	0.368	0.365	0.062	5.948	0.000	H ₁ : accepted
Employer Branding → Org. Commitment	0.190	0.192	0.076	2.492	0.013	H ₃ : accepted
Org. Commitment → Extra-role Behavior	0.285	0.286	0.047	6.020	0.000	H ₅ : accepted
Perceived Org Support → Extra-role Behavior	0.258	0.258	0.057	4.534	0.000	H ₂ : accepted
Perceived Org Support → Org. Commitment	0.257	0.256	0.081	3.150	0.002	H ₄ : accepted

Mediation Effect of Organizational Commitment

Hypothesis testing for indirect effects can be seen from the T statistic value as more significant than the T table or the p-value <0.05. The results of the analysis for testing the hypothesis can be seen in Table 5.

Table 5 shows that the indirect effect through the organizational commitment variable shows p-values less than 0.05, so it can be concluded that the indirect impact of employer branding and perceived organizational support on extra-role behavior is significant. According to Hair et al. (2017), one of the basic principles of mediation is if the coefficient of indirect or direct

influence is substantial. Still, the value of the direct coefficient > indirect coefficient is said that the mediating variable used in the research model is only a partial mediation variable. It can be concluded that the sixth hypothesis is accepted. Thus, organizational commitment mediates the effect of employer branding and perceived organizational support on the extra-role behavior of Generation Z employees. However, the mediation effect was only partial or weak.

Table 5. Indirect Effect

Variable	Original sample	Sample mean	Standard deviation	T Statistic	P Values
Employer Branding →Org.Commitment→Extra-role Behavior	0.054	0.055	0.025	2.172	0.030
POS→Org.Commitment→Extra- role Behavior	0.073	0.073	0.026	2.825	0.005

Discussion

The primary focus of this research was on the mediating role of organizational commitment between employer branding and perceived organizational support. The mediation path analysis revealed that organizational commitment partially mediates the relationship between employer branding and extra-role behavior; the result also suggests that employer branding positively affects extra-role behavior. This result aligns with research conducted by (Anderson, De Dreu, and Nijstad 2004; Hammond et al. 2011), which points out several elements that encourage extra-role behavior. This research adds to the body of knowledge on extra-role behavior by proposing a valuable mediator to explain how perceived organizational support enhances the extra-role behavior of Generation Z. Employee skills and expertise may be developed within an age diversity, both explicit knowledge that can be created via individual interaction and implicit knowledge that can be developed through teamwork. (Harvey 2012; Starks 2013).

Finally, this study suggests that organizational commitment mediates the impact of employer branding and perceived organizational support on extra-role behavior. The diverse employees' generational cohort requires an intergenerational leadership skill to manage the diversity of these generations. These leadership skills will indirectly affect the work behavior of employees.

Employee creativity is facilitated by leadership support, with employees actively supported by the leadership where they work, displaying positive performance in helping organizations make ideas effective and putting forth efforts to adopt these innovations (Shipton et al. 2005).

Conclusion and Implications

Our review highlights employer branding and perceived organizational support relationship and organizational commitment as mediating variables that stimulate Generation Z employees' extra-role behavior. We propose that individual and perceived organizational support are directly related to extra-role behavior, and organizational commitment is a mediator between employer branding and perceived organizational support to innovative work behavior. Theoretically, we contribute to higher education institutions' extra-role behavior by examining employer branding and perceived organizational support, relating them to extra-role behavior from the generational diversity climate perspective, and enhancing it with perceived organizational support. Further, universities could roll out various programs focusing on employer branding among Generation Z employees from different generations. Higher education institutions must also develop fair and equitable perceived organizational support, stimulating extra-role behavior.

Improving Generation Z employees' agility is an efficient way to increase organizational commitment level and Generation Z employees' extra-role behavior. As a result, leaders should focus on improving the agility of Generation Z employees in their daily jobs. The environment is fast changing and full of uncertainties. Leaders are expected to assist Generation Z employees in resolving problems in their work and personal lives at this time; build positive and accommodate diversity values and guide Generation Z employees to receive and develop unity and a harmonious culture climate; organize teamwork activities that involve various generational cohorts, encourage Generation Z employee and other staff to help one another, improve their bonds with their coworkers; allow Generation Z employee' to participate responsibly in decision-making and collaborate with employees to set growth goals and methods.

Leaders are expected to consider the diverse generational cohort in managing organizational commitment. Generation Z employees must believe that their organization welcomes a diverse workforce and actively recruits, promotes, and retains personnel of all ages. When Generation Z employees

are placed in a suitable position, their passion and expert ability can be fully utilized. Generation Z employee can catch high-quality extra-role prospects from a professional standpoint and keep a tremendous enthusiasm for innovation because of their mastery of the job in the post. In an organizational context, support from leaders has a vital role in Generation Z employees' extra-role since individuals who are actively encouraged by the leadership where they work are more likely to deliver positive performance in supporting the organization in making innovations effective and putting forth efforts to adopt them. There are various forms of integrated support from the leadership in providing stimulation to promote the innovative behavior of each individual who plays a role in it, providing support by offering resources, suggestions, and feedback, as well as actively encouraging employees to participate in contributing ideas in organizational development, Organizations can also create a supportive atmosphere in increasing employee extra-role behavior in employees. Future research could focus on other variables influencing extra-role behavior at all levels. Notably, since individual and learning factors impact innovative behavior, future research could examine how individual differences between leaders and their followers impact the extra-role behavior relationship (Muchiri et al. 2020)..

Disclaimer

None

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