

# Factors Influencing Organisational Citizenship Behaviour Among Generations: A Conceptual Review and Integrative Framework

Noor Rafhati Romaiha\*, Wan Musyirah Wan Ismail, Nur Azwani Mohamad Azmin, Ainaa Idayu Iskandar, Nor Azmawati Husain, Norshiba Norhisham

Faculty of Business and Management, Universiti Teknologi MARA, Malaysia

DOI: <https://doi.org/10.47772/IJRISS.2026.100701194>

Received: 09 August 2026; Accepted: 14 August 2026; Published: 24 August 2026

## ABSTRACT

Organisational citizenship behaviour (OCB) refers to discretionary employee actions that support colleagues, teams, and organisations beyond formal job requirements. As contemporary workplaces increasingly bring together Generation X, Millennials, and Generation Z, a key question is whether established antecedents of OCB operate the same way across generational cohorts. This conceptual review aims to integrate major individual, leadership, and organisational antecedents of OCB with a theoretically cautious generational cohort perspective. The paper synthesises foundational and recent literature on OCB, perceived organisational support, transformational leadership, work engagement, job satisfaction, organisational commitment, supportive organisational culture, and generational diversity. Social Exchange Theory is used as the principal explanatory lens, while generational cohort is treated as a boundary condition rather than a direct determinant of citizenship behaviour. The review identifies six workplace antecedents consistently associated with OCB and proposes that the strength of these relationships may differ across generations because employees can interpret organisational support, leadership practices, recognition, flexibility, developmental opportunities, and cultural signals differently. The study develops six direct-effect hypotheses and six non-directional moderation sub-hypotheses examining whether generational cohort conditions each antecedent-OCB relationship. The resulting integrative framework therefore distinguishes between whether a workplace condition generally promotes OCB and whether employees from different cohort contexts respond similarly to that condition. The paper concludes that organisations should foster supportive and fair exchange relationships, avoid generational stereotypes, and preserve the voluntary nature of OCB. Future research should empirically test the framework while controlling for age, tenure, career stage, occupation, work arrangement, and national context.

**Keywords:** Organisational citizenship behaviour; multigenerational workforce; perceived organisational support; Social Exchange Theory; generational cohort

## INTRODUCTION

Organisational citizenship behaviour (OCB) refers to employees' voluntary actions that support the organisation and its members even when those actions are not formally required (Organ, 1988). Initial research distinguished OCB from formally rewarded tasks by emphasising voluntary assistance and adherence to general organisational norms (Smith et al., 1983). Later studies expanded the construct to include dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Podsakoff et al., 2000). Across these definitions, the main idea is consistent: organisations benefit when employees willingly contribute effort, cooperation, and constructive participation beyond prescribed job requirements. OCB is especially important in workplaces that depend on teamwork, flexibility, knowledge sharing, service quality, and employee initiative. Research evidence links OCB with better individual and organisational outcomes, including performance and customer-related outcomes, as well as lower withdrawal (Podsakoff et al., 2009). Recent scholarship also calls for OCB research to reflect changing work arrangements, employee expectations, and diverse organisational contexts (Bolino et al., 2024).

Nevertheless, OCB does not consistently yield positive outcomes. When discretionary effort becomes an implicit expectation, employees may feel pressure, experience overload, or feel that their contributions are undervalued (Bolino et al., 2013). This means that the study of OCB should consider both the conditions that encourage voluntary contribution and the conditions that protect its voluntary nature. Existing research has already identified many predictors, including job attitudes, organisational support, leadership, fairness, engagement, commitment, and culture (Organ & Ryan, 1995; Podsakoff et al., 2000; Park & Kim, 2024; Yuwono et al., 2023; Ismail et al., 2024; Kurniawan & Hina, 2023). The important issue is therefore no longer simply whether these variables are related to OCB. A more useful question is whether established OCB relationships remain equally strong in different employee contexts.

This question is relevant in multigenerational workplaces, where Generation X, Millennials, and Generation Z may work under the same policies, leaders, and organisational systems. While these cohorts are often characterised as possessing distinct values, expectations, loyalty, communication styles, and work attitudes, empirical evidence indicates that such differences are typically modest, inconsistent, or confounded with age, career stage, or national context (Costanza et al., 2012; Parry & Urwin, 2011; Rudolph et al., 2021). More recent research strengthens this caution. Costanza et al. (2023) question whether broad generational categories are useful when age, period, and cohort are not clearly separated, while Schröder (2024) found that age and historical period explained work motivation and several work attitudes better than generational membership. Most OCB models focus on whether support, leadership, attitudes, or culture predict citizenship behaviour. They rarely ask whether the strength of these established relationships changes across generational contexts. At the same time, much generational research focuses on mean differences between groups, for example, whether one cohort reports more satisfaction, commitment, or engagement than another. These two streams are not well integrated. As a result, existing models are less informative for a multigenerational workplace because they do not clearly distinguish between two questions: (1) whether a workplace condition generally promotes OCB, and (2) whether employees from different cohort contexts respond to that condition in the same way.

This paper addresses the six established antecedents of OCB while assigning each a clear theoretical role. Perceived organisational support represents the employee-organisation exchange; transformational leadership represents the leader-employee relationship; work engagement represents motivational energy; job satisfaction represents a positive evaluation of the job; organisational commitment represents attachment to the organisation; and supportive organisational culture represents shared norms that make helping and participation easier. Social Exchange Theory (SET) connects these routes through the general idea of reciprocity, while generational cohort is positioned as a boundary condition that may change how organisational signals are interpreted. The contribution is therefore not the claim that the six antecedents are new. The contribution lies in integrating distinct OCB routes with a cautious and testable generational boundary condition, while providing a clearer basis for separating cohort explanations from age, tenure, career stage, and period effects.

## LITERATURE REVIEW

### Review Scope and Synthesis Approach

This paper is a conceptual review rather than a systematic review. It uses a purposive literature-selection approach to support theory development rather than exhaustive coverage. Foundational sources are retained where they define core constructs or theories, such as OCB, perceived organisational support, work engagement, and Social Exchange Theory. These older sources provide conceptual foundations, not evidence that current workplaces have not changed. Recent empirical and review studies are prioritised when they directly address OCB, one or more of the six antecedents, or generational differences in work-related attitudes and behaviour. The literature is synthesised according to each antecedent's theoretical role and its relevance to the proposed generational boundary condition. The review does not claim that these are the only predictors of OCB. Other factors, such as organisational justice, personality, job design, and individual differences, remain important and can be included in later extensions or control models.

## **Organisational Citizenship Behaviour**

OCB is commonly described as discretionary behaviour that supports an organisation's social and psychological environment. Smith et al. (1983) initially emphasised altruism and generalised compliance. Organ (1988) established OCB as a distinct form of voluntary contribution, and Podsakoff et al. (2000) later reviewed a wider set of dimensions, including helping, sportsmanship, loyalty, compliance, individual initiative, civic virtue, and self-development. OCB may be directed toward individuals, teams, or the organisation, but the common feature is contribution beyond minimum formal role requirements.

Contemporary OCB research also recognises possible costs. Employees may feel citizenship pressure, become overloaded, or believe that extra-role effort is no longer truly voluntary (Bolino et al., 2013). Bolino et al. (2024) therefore argue for renewed attention to how changing work arrangements and management practices shape citizenship behaviour. This balanced view is important for a multigenerational model. Different employees may not define 'going beyond the job' in exactly the same way, and they may not react in the same way when extra-role behaviour becomes expected. The present framework therefore focuses on the workplace conditions that make OCB more likely while preserving its discretionary nature.

## **Perceived Organisational Support**

Perceived organisational support (POS) is the employee's belief that the organisation values their contribution and cares about their well-being (Eisenberger et al., 1986). POS is closely linked to SET because it directly signals the quality of the employee-organisation exchange. When employees experience recognition, fair treatment, access to resources, care, and developmental support, they have stronger reasons to view the organisation as a supportive exchange partner and to respond with helpful and constructive behaviour.

Recent studies continue to link POS with OCB. Park and Kim (2024) reported relationships among POS, work engagement, and OCB. Makumbe (2025) showed that POS can play an important role in the links among leadership, OCB, and organisational commitment. These findings also show why POS should not be treated as identical to satisfaction, commitment, or engagement. POS is mainly a judgement about how the organisation treats the employee; the other constructs describe how the employee feels, attaches to the organisation, or invests energy in work. The constructs may be related, but their theoretical roles are different.

## **Transformational Leadership**

Transformational leadership is included because supervisors and managers shape employees' daily experience of the organisation. Transformational leaders communicate a meaningful vision, encourage new thinking, provide individualised consideration, and model desired behaviour. These actions can strengthen trust, meaning, and identification with collective goals. From a SET perspective, employees may interpret encouraging and motivating leadership as favourable interpersonal treatment and reciprocate through helpful, cooperative, and initiative-taking behaviour. Yuwono et al. (2023) found that transformational leadership was related to OCB both directly and through work engagement. This is important for the present model because it suggests two possibilities: leadership may have its own direct relationship with OCB, but part of its effect may also work through employees' psychological states. At the same time, employees from different cohorts may attach different importance to particular leader behaviours, suggesting that the leadership-OCB relationship may be contingent on how leadership is interpreted rather than on generational stereotypes.

## **Work Engagement**

Work engagement is a positive work-related state characterised by vigour, dedication, and absorption (Schaufeli et al., 2002). Engaged employees invest cognitive, emotional, and physical energy in their work. This energy can make it easier to help colleagues, persist during difficulties, and contribute ideas or effort beyond core tasks. Engagement therefore represents a motivational route to OCB rather than an evaluation of the organisation or a sense of attachment to it.

Park and Kim (2024) reported a positive relationship between engagement and OCB, while Yuwono et al. (2023) showed that engagement can help explain how leadership relates to citizenship behaviour. However, engagement should also be interpreted cautiously. High engagement may support OCB when employees have adequate resources and discretion, but persistent expectations that highly engaged employees must always do more can contribute to overextension. For a multigenerational framework, the central issue is whether workplace conditions that create engagement and how engagement is expressed as OCB differ across cohort contexts.

### **Job Satisfaction**

Job satisfaction reflects an employee's overall evaluation of the job and its conditions. It is one of the most established attitudinal correlates of OCB. Organ and Ryan (1995) found that job satisfaction and related job attitudes reliably predicted citizenship behaviour. Satisfied employees are more likely to evaluate the employment relationship positively and may therefore be more willing to engage in helping, cooperation, tolerance, and participation that benefit others and the organisation.

Contemporary findings continue to support this relationship. Kurniawan and Hina (2023) reported positive relationships of job satisfaction, organisational culture, and organisational commitment with OCB. However, satisfaction should not be assumed to arise from identical sources for every employee. Moreno et al. (2022) found cohort-related differences in satisfaction and other work attitudes, while the broader generational literature warns that such differences may reflect age or career stage as well as cohort. Therefore, the proposed framework treats generation as a possible boundary condition that affects how satisfaction translates into discretionary contribution, not as a fixed source of satisfaction.

### **Organisational Commitment**

Organisational commitment describes the employee's psychological attachment and sense of connection to the organisation. Employees who identify with organisational goals and value continued membership have stronger reasons to protect the organisation, support coworkers, and contribute beyond narrowly defined duties. Organ and Ryan (1995) identified organisational commitment as an important correlate of OCB. Recent evidence from public-sector employees similarly reports a positive relationship between commitment and citizenship behaviour (Ismail et al., 2024).

Commitment is particularly relevant to a multigenerational framework because employees can be committed to different targets, such as the organisation, profession, team, or job. Singh and Gupta (2015) reported differences across generations in several commitment-related constructs. For OCB research, such variation matters because citizenship can also be directed toward individuals or toward the organisation. A multigenerational approach should therefore examine whether organisational commitment has a consistent relationship with OCB across cohorts and whether different forms of attachment help explain any observed variation.

### **Supportive Organisational Culture**

Organisational culture provides shared values, norms, and assumptions that tell employees which behaviours are accepted and encouraged. A supportive culture can normalise helping, knowledge sharing, participation, learning, and mutual responsibility. In contrast, a highly competitive or rigid culture may make discretionary contribution feel risky or less worthwhile. Cultural context matters because OCB is socially embedded rather than performed in isolation.

Recent studies support this contextual role. Afrianti et al. (2024) identified cultural and contextual factors among the influences associated with high OCB. Kurniawan and Hina (2023) found a positive relationship between organisational culture and OCB. Sriram and Talukdar (2023) also found that different cultural forms were related differently to the engagement of Millennials and non-Millennials. These findings support the possibility that culture can both encourage OCB directly and shape how employees interpret the work

environment. In multigenerational workplaces, an inclusive culture should not assume a single preferred way of contributing; instead, it should provide common principles while allowing diverse forms of participation and support.

### **Social Exchange Theory and the Role of Generational Cohort**

Social Exchange Theory (SET) provides the main explanatory foundation for the model. Blau (1964) described social relationships as exchanges in which favourable actions can create expectations of reciprocity. In organisational research, SET explains why employees who experience support, fairness, trust, and high-quality relationships may respond with positive attitudes and behaviours that benefit the exchange partner (Cropanzano et al., 2017). OCB fits this logic because it is voluntary and difficult to prescribe fully through formal job descriptions.

The six antecedents enter this exchange process through different routes. POS signals that the organisation values the employee. Transformational leadership creates supportive and meaningful leader-employee interactions. Supportive organisational culture provides shared norms that make contribution safe and valued. Satisfaction reflects a favourable evaluation of the work experience. Commitment reflects attachment to the organisation. Engagement provides the energy needed to act on these positive evaluations and relationships. SET does not require these constructs to be independent. Instead, it provides a common process in which favourable treatment and positive work experiences can increase willingness to reciprocate while allowing different psychological routes to OCB. Within this framework, perceived organisational support, transformational leadership, and supportive organisational culture primarily represent contextual or relational signals. In contrast, work engagement, job satisfaction, and organisational commitment represent more proximal motivational or attitudinal states. SET provides the overarching reciprocity logic connecting these different routes without requiring them to occupy identical positions in the process leading to OCB.

Generational cohort has a different theoretical role. It is not an additional cause of OCB, nor is it a competing theory to SET. It is a boundary condition that may affect how employees interpret exchange resources. The same practice can be seen as highly supportive by one employee but less important by another because of differences in career situation, expectations, or formative context. If interpretation changes, the strength of the reciprocal response may also change. This paper uses generational cohort uniquely: it tests whether established antecedent-OCB paths are stable across groups, not whether one generation is inherently more loyal, helpful, or engaged than another.

### **Hypothesis Development**

#### **Perceived Organisational Support and Organisational Citizenship Behaviour**

SET suggests that organisational support creates a basis for reciprocity. Employees who believe that the organisation values their contribution, cares about their well-being, and provides useful resources are more likely to respond with behaviours that benefit the organisation and its members. Because OCB is discretionary, helping, cooperation, initiative, and constructive participation are meaningful ways for employees to return supportive treatment. Park and Kim (2024) and Makumbe (2025) provide recent support for a positive link between POS and citizenship-related outcomes.

**Hypothesis 1:** Perceived organisational support is positively related to organisational citizenship behaviour.

#### **Transformational Leadership and Organisational Citizenship Behaviour**

Transformational leaders connect individual effort with collective purpose, encourage new ideas, model desired behaviour, and provide individualised consideration. These behaviours can build trust and meaning, making employees more willing to contribute beyond formal requirements. Yuwono et al. (2023) found that transformational leadership was related to OCB both directly and through work engagement. The direct path is therefore retained in the baseline framework while recognising that mediated effects may also exist.

**Hypothesis 2:** Transformational leadership is positively related to organisational citizenship behaviour.

### **Work Engagement and Organisational Citizenship Behaviour**

Engaged employees have higher levels of vigour and dedication, which can provide the motivation and energy needed for extra-role contribution. They may be more willing to assist coworkers, persist during difficult situations, and participate in improvement efforts. Park and Kim (2024) and Yuwono et al. (2023) support the link between engagement and OCB. This positive relationship is expected when OCB remains voluntary, and employees have enough resources to contribute without becoming overloaded.

**Hypothesis 3:** Work engagement is positively related to organisational citizenship behaviour.

### **Job Satisfaction and Organisational Citizenship Behaviour**

Employees who are satisfied with their work are more likely to evaluate the employment relationship positively and to respond constructively to coworker and organisational needs. Satisfaction can increase willingness to cooperate, tolerate minor problems, and participate beyond minimum job duties. Organ and Ryan (1995) identified job satisfaction as a robust predictor of citizenship behaviour. Kurniawan and Hina (2023) reported a positive relationship between job satisfaction and OCB in a contemporary organisational setting.

**Hypothesis 4:** Job satisfaction is positively related to organisational citizenship behaviour.

### **Organisational Commitment and Organisational Citizenship Behaviour**

Organisational commitment strengthens employees' identification with organisational goals and their desire to maintain a constructive relationship with the organisation. Employees who feel attached to the organisation have stronger reasons to protect its interests, assist coworkers, and participate in activities that support collective functioning. Organ and Ryan (1995) reported organisational commitment as an important correlate of OCB. Ismail et al. (2024) found a positive relationship between commitment and citizenship behaviour among public-sector employees.

**Hypothesis 5:** Organisational commitment is positively related to organisational citizenship behaviour.

### **Supportive Organisational Culture and Organisational Citizenship Behaviour**

A supportive culture makes cooperation, learning, fairness, participation, and mutual help part of everyday organisational life. These shared norms reduce uncertainty about whether extra-role behaviour is valued and can strengthen collective responsibility. Afrianti et al. (2024) identified cultural values among the factors associated with OCB, while Kurniawan and Hina (2023) reported a positive relationship between organisational culture and OCB. The present model therefore treats supportive organisational culture as a contextual antecedent that makes discretionary contribution socially meaningful and organisationally supported.

**Hypothesis 6:** A supportive organisational culture is positively related to organisational citizenship behaviour.

### **Generational Cohort as a Moderator**

The first six hypotheses describe the expected main effects. The central question is whether these relationships are equally strong across generational cohorts. A cohort perspective suggests that employees may attach different importance to support, leadership, flexibility, recognition, stability, autonomy, developmental opportunity, or shared cultural practices. If the same workplace signal means different things to different employees, the reciprocal response described by SET may also differ. Evidence is mixed and does not justify directional predictions. Chou et al. (2021) showed that Millennials may express citizenship through forms that extend traditional OCB descriptions. Singh and Gupta (2015) reported generational differences in

commitment-related constructs, Sriram and Talukdar (2023) found different culture-engagement relationships for Millennials and non-Millennials, and Moreno et al. (2022) reported cohort-related differences in job attitudes. At the same time, Costanza et al. (2012), Rudolph et al. (2021), Costanza et al. (2023), and Schröder (2024) show why age, career, and period explanations must be considered. The moderation predictions are therefore non-directional and are stated separately so that each relationship can be tested clearly. The hypotheses are non-directional because the framework predicts differences in relationship strength without specifying which generational cohort will exhibit the strongest relationship.

**Hypothesis 7a:** Generational cohort moderates the relationship between perceived organisational support and OCB, such that the strength of the relationship differs across Generation X, Millennials, and Generation Z.

**Hypothesis 7b:** Generational cohort moderates the relationship between transformational leadership and OCB, such that the strength of the relationship differs across Generation X, Millennials, and Generation Z.

**Hypothesis 7c:** Generational cohort moderates the relationship between work engagement and OCB, such that the strength of the relationship differs across Generation X, Millennials, and Generation Z.

**Hypothesis 7d:** Generational cohort moderates the relationship between job satisfaction and OCB, such that the strength of the relationship differs across Generation X, Millennials, and Generation Z.

**Hypothesis 7e:** Generational cohort moderates the relationship between organisational commitment and OCB, such that the strength of the relationship differs across Generation X, Millennials, and Generation Z.

**Hypothesis 7f:** Generational cohort moderates the relationship between supportive organisational culture and OCB, such that the strength of the relationship differs across Generation X, Millennials, and Generation Z.

## Conceptual Framework

Figure 1 presents the proposed framework: six workplace antecedents are expected to have positive relationships with OCB, while generational cohort may change the strength of those relationships. The framework distinguishes between two questions often blended in generational research: whether an antecedent generally promotes OCB, and whether employees from different cohort contexts respond similarly to that antecedent. This structure aligns with the paper's use of SET as the primary explanatory mechanism and generational cohort as a boundary condition. The dashed moderation paths represent six separate tests corresponding to Hypotheses 7a-7f.

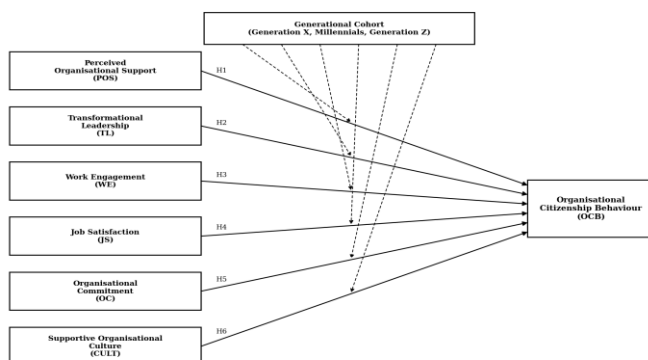


Figure 1. Proposed conceptual framework illustrating six workplace antecedents of OCB and the moderating role of generational cohort.

The framework can be tested in a clear sequence. First, researchers should confirm that the measures have the same meaning across Generation X, Millennials, and Generation Z before comparing groups. At minimum, configural invariance should show that the same factor structure fits each group, and metric invariance should

show that factor loadings are sufficiently similar before structural paths are compared. Scalar invariance is additionally needed if the study compares latent mean levels between cohorts. If measurement invariance is not supported, apparent generational differences may reflect measurement problems rather than real differences in the relationships.

Second, a baseline model should estimate the six direct antecedent-OCB paths while allowing the predictors to correlate. Researchers should assess discriminant validity and multicollinearity because POS, engagement, satisfaction, commitment, leadership, and culture are conceptually related. The baseline model should then be compared with plausible alternative models, especially mediation models suggested by prior findings, such as leadership to engagement to OCB or support to engagement or commitment to OCB (Park & Kim, 2024; Yuwono et al., 2023; Makumbe, 2025). This comparison will show whether the six variables add distinct explanatory value or mainly work through shared mechanisms.

Third, test the moderation hypotheses one path at a time. In multi-group structural equation modelling, moderation can be assessed by comparing a model in which the focal structural path is constrained to equality across cohorts with a model in which the path is freely estimated. Evidence of a statistically meaningful difference in model fit would indicate that the path is not equivalent across cohorts. Moderated regression can also be used when analysing observed composite scores. Age, tenure, career stage, occupation, work arrangement, and relevant national or organisational context should be included as controls or robustness checks. Researchers should also state their cohort cut-off years before analysis and test whether conclusions change when birth year is treated continuously or when reasonable alternative cut-offs are used.

Finally, cross-sectional data collected at one point in time should be interpreted as evidence of group differences, not as proof of true cohort effects. Stronger designs include repeated cross-sectional studies that observe different age groups across several historical periods, longitudinal studies, or accelerated longitudinal designs. These designs make it easier to examine whether an apparent cohort difference remains after accounting for age and period changes. This is especially important because recent evidence shows that age and period can explain patterns that are often labelled as generational (Costanza et al., 2023; Schröder, 2024).

## DISCUSSION

This conceptual review offers an integrative explanation of OCB in multigenerational workplaces by combining established antecedents of citizenship behaviour with a clearly defined generational boundary condition. The framework maintains the well-supported view that employees are more likely to exhibit OCB when they experience supportive organisational treatment, constructive leadership, engagement, satisfaction, commitment, and a cooperative culture. Its contribution, however, is not the claim that these antecedents are new. Rather, the framework asks whether their explanatory strength is conditionally generalisable across employees situated in different cohort contexts. The central argument is therefore not that generations inherently possess different levels of citizenship, but that established OCB relationships may vary in strength depending on how organisational signals are interpreted and reciprocated.

### Theoretical Implications

The framework contributes theoretically by organising six established antecedents as distinct routes to OCB rather than presenting them as an undifferentiated set of positive workplace conditions. POS represents exchange quality, transformational leadership represents the leader-member relationship, engagement represents motivational energy, satisfaction represents job evaluation, commitment represents attachment, and supportive culture represents shared norms. This separation helps clarify why the constructs can overlap conceptually and statistically while still representing different routes to OCB.

The main theoretical contribution is therefore a boundary-condition argument. Existing OCB research tells us much about what generally encourages citizenship behaviour. Generational research often asks whether cohorts have different average attitudes or behaviours. The present framework connects these streams by asking whether established OCB relationships are stable across cohort contexts after plausible alternative

explanations are considered. This is a more cautious and testable role for generation. It avoids the claim that a particular cohort is naturally more committed, engaged, or helpful, while still allowing the possibility that employees may interpret the same organisational practice differently.

The framework also clarifies the role of SET. SET is the common organising mechanism, but it does not imply that all six antecedents operate in the same way or that they are fully independent. Supportive treatment can improve attitudes, leadership can build engagement, and culture can shape both perceptions of support and satisfaction. The direct-effects framework is therefore a starting model. Its value is that it allows researchers to test which routes remain distinct and which are better explained through mediation. This makes the framework more useful than a model that assumes all positive workplace experiences are separate causes with no shared process.

### **Practical Implications**

For managers and human resource practitioners, the framework suggests that standardised practices may not be interpreted in the same way by every employee. A developmental opportunity may signal strong support to one employee, while another may value workload protection, autonomy, recognition, schedule flexibility, or stability more highly. The practical lesson is not to design different policies based on stereotypes about Generation X, Millennials, or Generation Z. Instead, organisations should maintain fair and consistent principles while using communication, employee voice, and flexible implementation to understand what employees actually experience as supportive.

Managers should also protect the voluntary nature of OCB. Helpful employees should be recognised, but repeated extra-role contributions should not become hidden job requirements. When the same engaged or committed employees are repeatedly asked to take on additional work, citizenship behaviour can become a source of overload rather than a positive contribution (Bolino et al., 2013). Organisations should therefore monitor workload, acknowledge different forms of helping, and avoid using OCB as a substitute for adequate staffing or clear job design.

In multigenerational teams, managers can also recognise that citizenship may be expressed in different ways. Employees may help through mentoring, sharing digital knowledge, supporting coworkers, improving work processes, representing the organisation positively, or participating in constructive change. Chou et al. (2021) showed that the conceptualisation of citizenship among Millennials can include professional development and social responsibility in addition to traditional helping. A broader view of OCB can therefore help organisations recognise useful contributions without forcing all employees to display citizenship in the same form.

### **Limitations and Future Research**

The framework has several limitations. First, the six antecedents are intentionally selective. It excludes justice, personality, job characteristics, psychological safety, and other established predictors. This reflects the paper's aim to maintain theoretical focus rather than suggest that these variables are unimportant. Future studies can compare the present model with broader alternatives to determine whether the six selected antecedents provide sufficient explanatory value.

Second, the six antecedents may overlap and may operate through mediation. This is not treated as a weakness to be ignored but as an empirical question. Future research should test discriminant validity, multicollinearity, and alternative path structures. For example, transformational leadership may increase POS or engagement, and POS may strengthen commitment or engagement before OCB occurs. Testing these alternatives will show whether the direct paths represent distinct effects, indirect effects, or both.

Third, generational cohort effects are difficult to isolate empirically because cohort membership is closely intertwined with age, tenure, career stage, and historical period (Rudolph et al., 2021; Costanza et al., 2023; Schröder, 2024). Cross-sectional studies that divide employees by birth year can therefore confuse cohort with these competing explanations. Researchers should avoid strong claims such as 'Generation Z is less committed'

unless they have examined plausible alternatives. Repeated cross-sectional, longitudinal, or other time-sensitive designs are preferable where feasible. Researchers should also test measurement invariance before comparing groups and should report sensitivity analyses using alternative cohort boundaries or continuous birth year.

Future studies can also separate OCB directed toward individuals from OCB directed toward the organisation. Generational context may affect these forms differently. Another useful extension is to examine when strong engagement or commitment stops producing sustainable OCB because of citizenship pressure, workload, or resource depletion. These extensions would preserve the core framework while clarifying when positive workplace conditions produce voluntary and sustainable contribution.

## CONCLUSION

OCB remains important to organisational effectiveness, but its antecedents should be examined within the changing social context of work. This paper proposes six theoretically distinct routes through which perceived organisational support, transformational leadership, work engagement, job satisfaction, organisational commitment, and supportive organisational culture can positively influence OCB. At the same time, generational cohort may condition the strength of each relationship. The framework does not assume that generations have fixed levels of citizenship behaviour. Instead, it asks whether the same workplace condition produces the same response across cohort contexts after accounting for age, tenure, career stage, period, and other relevant factors. This provides a clearer basis for future empirical testing and for managing multigenerational workplaces without relying on stereotypes.

## REFERENCES

1. Afrianti, S. Y., Sidin, A. I., Noor, N. B., Pasinringi, S. A., Stang, Thaha, R. M., & Mallongi, A. (2024). Study on factors that influence the high organizational citizenship behavior (OCB) of Makassar ethnic nurses in LANTO Hospital DG Pasewang Jeneponto in 2024. *Pharmacognosy Journal*, 16(2), 312-318. <https://doi.org/10.5530/pj.2024.16.47>
2. Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
3. Bolino, M. C., Klotz, A. C., & Whitney, J. M. (2024). The origin, evolution, and future of organizational citizenship behavior. *Academy of Management Collections*, 3(3), 35-56. <https://doi.org/10.5465/amc.2023.0002>
4. Bolino, M. C., Klotz, A. C., Turnley, W. H., & Harvey, J. (2013). Exploring the dark side of organizational citizenship behavior. *Journal of Organizational Behavior*, 34(4), 542-559. <https://doi.org/10.1002/job.1847>
5. Chou, S. Y., Bove, F., Ramser, C., & Han, B. (2021). Millennials as organizational citizens: Conceptualization and measurement development. *The Journal of Social Psychology*, 161(5), 632-651. <https://doi.org/10.1080/00224545.2021.1874256>
6. Costanza, D. P., Badger, J. M., Fraser, R. L., Severt, J. B., & Gade, P. A. (2012). Generational differences in work-related attitudes: A meta-analysis. *Journal of Business and Psychology*, 27(4), 375-394. <https://doi.org/10.1007/s10869-012-9259-4>
7. Costanza, D. P., Rudolph, C. W., & Zacher, H. (2023). Are generations a useful concept? *Acta Psychologica*, 241, 104059. <https://doi.org/10.1016/j.actpsy.2023.104059>
8. Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479-516. <https://doi.org/10.5465/annals.2015.0099>
9. Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507. <https://doi.org/10.1037/0021-9010.71.3.500>
10. Ismail, S., Mohd Ali, S. S., & Nazuri, N. S. (2024). Organizational commitment and organizational citizenship behaviour: A study among public sector employees. *International Journal of Research and Innovation in Social Science*, 8(5), 2495-2505. <https://doi.org/10.47772/IJRISS.2024.805180>

11. Kurniawan, I. S., & Hina, D. U. (2023). Organizational citizenship behavior: Peran budaya organisasi, kepuasan kerja, dan komitmen organisasional. *E-Jurnal Manajemen*, 12(10), 1079-1098. <https://doi.org/10.24843/EJMUNUD.2023.v12.i10.p04>
12. Makumbe, W. (2025). Linking ethical leadership to organisational citizenship behaviour and organisational commitment in public entities: The mediating role of perceived organisational support. *Journal of Management Development*, 44(6), 760-774. <https://doi.org/10.1108/JMD-04-2025-0169>
13. Moreno, A., Navarro, C., & Fuentes-Lara, C. (2022). Factors affecting turnover intentions among Millennial public relations professionals: The Latin American case. *Public Relations Inquiry*, 11(2), 199-220. <https://doi.org/10.1177/2046147X221081176>
14. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
15. Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802. <https://doi.org/10.1111/j.1744-6570.1995.tb01781.x>
16. Park, J., & Kim, J. (2024). The relationship between perceived organizational support, work engagement, organizational citizenship behavior, and customer orientation in the public sports organizations context. *Behavioral Sciences*, 14(3), 153. <https://doi.org/10.3390/bs14030153>
17. Parry, E., & Urwin, P. (2011). Generational differences in work values: A review of theory and evidence. *International Journal of Management Reviews*, 13(1), 79-96. <https://doi.org/10.1111/j.1468-2370.2010.00285.x>
18. Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122-141. <https://doi.org/10.1037/a0013079>
19. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563. <https://doi.org/10.1177/014920630002600307>
20. Rudolph, C. W., Rauvola, R. S., Costanza, D. P., & Zacher, H. (2021). Generations and generational differences: Debunking myths in organizational science and practice and paving new paths forward. *Journal of Business and Psychology*, 36(6), 945-967. <https://doi.org/10.1007/s10869-020-09715-2>
21. Schaufeli, W. B., Salanova, M., Gonzalez-Roma, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92. <https://doi.org/10.1023/A:1015630930326>
22. Schröder, M. (2024). Work motivation is not generational but depends on age and period. *Journal of Business and Psychology*, 39, 897-908. <https://doi.org/10.1007/s10869-023-09921-8>
23. Singh, A., & Gupta, B. (2015). Job involvement, organizational commitment, professional commitment, and team commitment: A study of generational diversity. *Benchmarking: An International Journal*, 22(6), 1192-1211. <https://doi.org/10.1108/BIJ-01-2014-0007>
24. Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653-663. <https://doi.org/10.1037/0021-9010.68.4.653>
25. Sriram, S., & Talukdar, A. (2023). Employee engagement of millennials and non-millennials: Role of organisational culture. *Journal for Global Business Advancement*, 16(1), 31-52. <https://doi.org/10.1504/JGBA.2023.137460>
26. Yuwono, H., Kurniawan, M. D., Syamsudin, N., Eliyana, A., Saputra, D. E. E., Emur, A. P., & Abdul Jalil, N. I. (2023). Do psychological capital and transformational leadership make differences in organizational citizenship behavior? *PLOS ONE*, 18(12), e0294559. <https://doi.org/10.1371/journal.pone.0294559>