

The Effect of Leader–Member Exchange (LMX) and Job Satisfaction on Organizational Citizenship Behavior Among Generation Z Employees in The Food and Beverage Industry in Central Jakarta, With Organizational Commitment as A Mediating Variable

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Abstract

This study examines the effect of Leader–Member Exchange (LMX) and job satisfaction on Organizational Citizenship Behavior (OCB) among Generation Z employees in the Food and Beverage (F&B) industry in Central Jakarta, with organizational commitment as a mediating variable. The study was motivated by the strategic economic role of the F&B sector in Jakarta, along with challenges such as high employee turnover, quiet quitting, and the gap between Generation Z employees' expectations of supportive leadership and their actual workplace experiences. This study employed a quantitative approach with descriptive and causal research designs, using purposive sampling to collect data from 217 Generation Z employees through an online questionnaire. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results indicate that Leader–Member Exchange and job satisfaction each have a positive and significant effect on both organizational commitment and Organizational Citizenship Behavior (OCB). Organizational commitment also has a positive and significant effect on OCB and significantly mediates the relationship between each of the two exogenous variables and OCB. These findings indicate that high-quality leader–subordinate relationships and greater job satisfaction enhance employees' voluntary extra-role behavior both directly and indirectly by strengthening their emotional attachment and commitment to the organization. This study contributes theoretically by integrating LMX and job satisfaction into a single mediation model within the underexplored context of Generation Z employees in Indonesia's F&B industry. Practically, this research provides implications for human resource management strategies aimed at strengthening organizational commitment and sustaining citizenship behavior among young employees in the service sector.

Keywords: Leader Member Exchange; Job Satisfaction; Organizational Commitment; Organizational Citizenship Behavior; Generation Z.

INTRODUCTION

The increasingly dynamic and competitive business environment requires organizations to maintain a competitive advantage through effective human resource management. Organizational success is no longer determined solely by technology, capital, or business strategies but also by employee behaviors that extend beyond formal job descriptions. This voluntary contribution is known as Organizational Citizenship Behavior (OCB), which refers to discretionary behaviors that support overall organizational effectiveness (Fan et al., 2023). Employees with high levels of OCB tend to assist colleagues, maintain harmonious working relationships, and contribute beyond their formal responsibilities, making OCB an important driver of organizational success amid continuous business changes (Milenia & Ie, 2024).

OCB is particularly relevant in the service sector, where organizational success depends heavily on the quality of employee–customer interactions. Unlike the manufacturing sector, which relies more heavily on production processes and technological capabilities, the service sector positions human resources as a primary factor in creating value and enhancing

customer experiences (Wonda, 2024). One service sector that is highly dependent on human resource quality is the Food and Beverage (F&B) industry, which requires fast, responsive, and consistent service through direct interactions with customers. Heskett et al. (1994) emphasized that service quality is closely related to customer satisfaction and loyalty, which subsequently influence organizational performance. Recent findings further confirm that employee competence, communication skills, and work attitudes are key factors affecting service quality in the F&B industry (Malinda et al., 2026). Achieving superior service quality in this industry requires not only the completion of formal tasks but also voluntary behaviors, such as assisting colleagues during peak periods and providing additional attention to customers, which have been shown to contribute positively to service quality in restaurant settings (Aripin et al., 2024).

The strategic role of the F&B industry is reflected in its significant contribution to economic activity and employment in Jakarta. As Indonesia's center of government, business, and trade, Jakarta has a high demand for food and beverage services driven by population growth, high mobility, and changing urban lifestyles. According to the Ministry of Cooperatives and SMEs' Single Data Information System (SIDT) 2024, the accommodation and food and beverage service sector comprises 403,633 MSME units, representing approximately 30.18% of all MSMEs in DKI Jakarta. This figure highlights the sector's important role in employment absorption. Increasing competition within this industry requires companies to provide excellent service beyond delivering quality products, making employee OCB an increasingly valuable source of competitive advantage that is difficult for competitors to replicate.

Business distribution varies considerably across Jakarta's administrative areas. Data from the Jakarta Provincial Cooperatives and SME Office (2026) shows that among the 403,633 MSMEs in the accommodation and food and beverage service category, Central Jakarta has the largest share with 95,025 units, followed by West Jakarta with 93,528 units, East Jakarta with 77,709 units, South Jakarta with 75,245 units, North Jakarta with 60,046 units, and the Thousand Islands Regency with 2,080 units. This uneven distribution indicates that Central Jakarta has the highest concentration of F&B businesses in DKI Jakarta, reflecting substantial and concentrated labor demand within the area. This concentration requires organizations operating in Central Jakarta to manage human resources effectively to maintain service quality and operational continuity, including by encouraging OCB among employees.

Alongside the growth of the F&B industry, the demographic composition of its workforce has shifted, with Generation Z estimated to comprise approximately 35–40% of Indonesia's active workforce (Tuma Karir, 2025), making this generation one of the dominant workforce groups across various sectors, including F&B. As digital natives with extensive access to information and broader employment opportunities, Generation Z employees have different workplace expectations compared with previous generations. They tend to seek work environments that support self-development, open communication, flexibility, work–life balance, and psychological well-being. These expectations create unique challenges for the F&B industry, which is characterized by fast-paced operations, high service demands, and significant work pressure. When these expectations are not fulfilled, Generation Z employees

may experience lower job satisfaction, weaker organizational attachment, and higher turnover intention.

The quality of leader–subordinate relationships has become increasingly important in this context. Generation Z employees expect leaders not only to act as supervisors but also as mentors who provide guidance, support, and career development opportunities. However, Deloitte’s (2025) Gen Z and Millennial Survey reveals a gap between employee expectations and workplace realities. While many Generation Z employees expect leaders to provide guidance and support (59%), inspire and motivate teams (51%), and act as mentors (50%), their actual workplace experiences often do not fully meet these expectations. From the perspective of Leader–Member Exchange (LMX), this gap reflects the potential existence of lower-quality leader–subordinate relationships characterized by limited support, trust, and communication. In an industry highly dependent on teamwork and service quality, such conditions may weaken organizational commitment and reduce employees’ willingness to demonstrate Organizational Citizenship Behavior (OCB).

This dynamic is reflected in Generation Z’s career outlook. Deloitte’s (2025) Global Gen Z and Millennial Survey found that approximately 31% of Gen Z employees planned to leave their jobs within two years, with many remaining open to new opportunities if organizations failed to meet expectations related to career development, work–life balance, psychological well-being, and workplace quality. These findings suggest that Gen Z’s organizational loyalty is more fluid compared with previous generations, requiring organizations to pay greater attention to engagement and commitment-building factors. High turnover intention not only increases the risk of employee attrition but also indicates weaker psychological attachment, as retention decisions are strongly influenced by work experience quality, organizational support, and employee well-being (Deloitte, 2025). Employees with low organizational commitment tend to demonstrate lower engagement and reduced willingness to contribute beyond formal responsibilities (Wonda, 2024). This condition is particularly concerning in the F&B industry, where reduced extra-role behavior may hinder OCB, which is essential for maintaining service quality and operational effectiveness (Wonda, 2024).

This concern is further intensified by the F&B industry’s relatively high turnover rate, which can reach 60–80% annually in Indonesia’s restaurant sector (Portal Belajar, 2025), along with the emerging phenomenon of “quiet quitting,” in which employees perform only their formal responsibilities without additional contributions. Gallup (2023) associates this phenomenon with low employee engagement. Within the F&B industry, such conditions may reduce employees’ willingness to assist colleagues, participate in operational problem-solving, and demonstrate OCB. Therefore, strengthening employee engagement and organizational commitment is essential to encouraging voluntary extra-role contributions.

Given Central Jakarta’s high business activity and intense competition, understanding the factors that influence Gen Z employees’ OCB is essential for maintaining service quality, operational effectiveness, and competitiveness. To obtain preliminary insights, the researchers conducted pre-research involving 30 Gen Z employees in Central Jakarta’s F&B industry. The results identified Leader–Member Exchange (LMX) and job satisfaction as the two most prominent perceived predictors of OCB. Specifically, 25 respondents (84%) indicated that LMX quality influenced OCB, while 24 respondents (81%) considered job satisfaction

influential in employees' willingness to contribute beyond formal responsibilities. These findings are consistent with Praditya (2023), who found that leader–subordinate relationship quality positively affects OCB.

Generation Z's digital-native orientation encourages a search for work environments that provide meaning, comfort, self-development opportunities, and alignment with personal values rather than merely financial compensation (Anandini, 2024). Consequently, positive work experiences become central factors shaping their work attitudes and behaviors. From the perspective of Social Exchange Theory, high-quality LMX relationships characterized by mutual trust, support, and reciprocal recognition encourage employees to respond with greater contributions, including extra-role behavior (Noor & Jufrizen, 2023). Job satisfaction is similarly important in the high-intensity F&B environment, particularly for a generation that places strong emphasis on workplace experiences. Satisfied employees tend to demonstrate higher intrinsic motivation to contribute optimally, whereas dissatisfaction may reinforce quiet quitting tendencies (Ismail et al., 2016). Furthermore, job satisfaction and LMX quality interact in shaping organizational commitment, as positive work experiences and strong interpersonal relationships strengthen employees' emotional attachment to the organization (Daniel et al., 2024). Organizational commitment subsequently functions as a mechanism linking these factors to OCB, as committed employees demonstrate greater loyalty, willingness to assist colleagues, commitment to service quality, and efforts to achieve organizational objectives (Armansyah et al., 2025).

Despite this theoretical framework, previous findings regarding the relationships among LMX, job satisfaction, organizational commitment, and OCB remain inconsistent (Santoso et al., 2022; Rahman & Wahab, 2025; Breevaart & Bakker, 2018; M. Kim & Beehr, 2021; Nguyen et al., 2023). Several studies have confirmed the positive effects of LMX and job satisfaction on OCB further noted that within highly formalized organizations, LMX does not always translate into OCB (Diniyah et al., 2024; Ernawati et al., 2025; Kartika, 2025; Ningrum Puspita et al., 2025; Pradnyaswari & Putra, 2024). These inconsistencies suggest that mediating mechanisms may influence these relationships. Sinaga and Pusparini (2025) found that job satisfaction significantly affects OCB only when mediated by employee engagement, while Suci et al. (2021) demonstrated that LMX influences OCB indirectly through job satisfaction, indicating organizational commitment as a potential bridging mechanism. Evidence regarding the relationship between organizational commitment and OCB is also mixed. Some studies confirm a strong positive relationship (Dewata & Mirawati, 2022; Sarsa Alifa & Listiana Ulya, 2023; Prayitno et al., 2022), whereas others report no significant partial effect Atikah, (2020) or suggest that commitment functions more effectively as a mediator influenced by motivation, organizational culture, and individual characteristics (Nurqamar et al., 2021; Nyoman Suliati et al., 2022). Similarly, although job satisfaction generally demonstrates a positive effect on organizational commitment (Wangsa & Edalmxn, 2022; Wardhana, 2021; Yusnita et al., 2022), this relationship may be influenced by organizational culture and person–organization fit (Prasetyaningrum & Hendarsjah, 2022; Wua et al., 2022).

Beyond these inconsistent findings, a contextual research gap remains, as studies specifically examining LMX, job satisfaction, organizational commitment, and OCB among Generation Z employees are still limited despite this generation's distinctive characteristics

(Anandini, 2024; Nugrohojati & Linando, 2025). Most previous studies have focused on relatively stable sectors, such as public services, banking, and education, while the high-pressure and service-intensive F&B context remains relatively underexplored (Goenawan & Womo, 2024; Saptari & Dudija, 2024).

Based on the previous discussion, three research gaps require further investigation: inconsistent findings regarding the relationships among LMX, job satisfaction, organizational commitment, and OCB; limited research conducted within the F&B industry context; and the scarcity of studies examining Generation Z employees in Central Jakarta's F&B industry with organizational commitment as a mediating variable. This study addresses these gaps by examining the influence of Leader–Member Exchange and job satisfaction on Organizational Citizenship Behavior through organizational commitment among Generation Z employees in the Food and Beverage industry in Central Jakarta.

Building on this background, this study examines the influence of Leader–Member Exchange and job satisfaction on Organizational Citizenship Behavior among Generation Z employees in Central Jakarta's F&B industry, with organizational commitment as a mediating variable. Specifically, this research aims to analyze the direct effects of Leader–Member Exchange and job satisfaction on organizational commitment and Organizational Citizenship Behavior, as well as the effect of organizational commitment on Organizational Citizenship Behavior, and to test whether organizational commitment mediates the relationships between each exogenous variable and Organizational Citizenship Behavior. This research provides theoretical and practical contributions. Theoretically, it extends Social Exchange Theory and the Integrative Model of Organizational Behavior by integrating LMX, job satisfaction, organizational commitment, and OCB into a mediation model specific to Generation Z employees in Indonesia's F&B industry, thereby addressing gaps arising from inconsistent previous findings. Practically, this study provides insights for F&B managers and human resource practitioners to improve Gen Z employees' OCB by strengthening LMX quality, enhancing job satisfaction, and fostering organizational commitment. Furthermore, this research may serve as a reference for policymakers and future researchers exploring similar topics.

METHOD

Research Design

This study employed a quantitative approach using numerical data and standardized instruments analyzed through statistical techniques to examine relationships among variables (Waruwu et al., 2025). Data were collected through a survey method using an online questionnaire distributed via Google Forms to Generation Z employees in Jakarta's F&B industry who met the research criteria.

The study applied descriptive and causal research designs (Anton et al., 2024). The descriptive design was used to describe respondent characteristics and variable conditions, while the causal design was used to examine relationships among variables. The research model consisted of four variables: Leader–Member Exchange (LMX) as the independent variable (X1), job satisfaction as the independent variable (X2), organizational commitment as the mediating variable (Z), and Organizational Citizenship Behavior (OCB) as the dependent variable (Y). The study aimed to provide statistically valid and reliable findings

regarding the direct and indirect effects of LMX and job satisfaction on OCB through organizational commitment.

Time and Place of Research

This research was conducted from November 2025 to June 2026, involving Generation Z employees working in the Food and Beverage (F&B) industry in Jakarta. Data collection employed an online survey method, with questionnaires distributed digitally via Google Forms to eligible respondents. The research process began with proposal development (November 2025–April 2026), followed by a proposal seminar and revisions, data collection, data processing and analysis, thesis manuscript preparation, and finally the thesis seminar, all completed between April and June 2026.

Population and Sample

The population consists of Generation Z employees (born 1997–2012) working in the F&B sector across Jakarta. Since no official statistics disaggregate the F&B workforce by generational cohort, the population size is unknown, so sample size was determined using an indicator-based approach rather than a known population formula.

Sampling used a purposive technique, with respondents selected according to specific criteria (Uma Sekaran & Bougie, 2016): (1) belonging to Generation Z (born 1997–2012); (2) working in the F&B industry in Central Jakarta; (3) having at least 6 months of tenure at their current organization; and (4) willing to participate as a respondent.

Sample size was determined using the multivariate analysis guideline that the minimum sample should be 5–10 times the number of research indicators (Hair et al., 2019). With 31 total indicators across four variables — LMX (8 indicators), Job Satisfaction (7 indicators), Organizational Commitment (6 indicators), and OCB (10 indicators) — the required sample was calculated as $31 \times 7 = 217$ respondents, a figure that meets the recommended minimum threshold for multivariate analysis and is considered representative of Gen Z F&B employees in Jakarta.

Data Types

This study uses both primary and secondary data. Primary data were collected directly from Gen Z F&B employees via questionnaire, capturing their perceptions of LMX, Job Satisfaction, Organizational Commitment, and OCB. Secondary data — drawn from books, academic journals, prior research, and other relevant documents — supported the theoretical framework and aided data analysis. Together, these data sources aim to provide a comprehensive and accurate picture of the relationships under study.

Data Collection Technique

Data were collected using a digital survey instrument built on Google Forms, eliminating the need for physical questionnaire printing or distribution and giving respondents flexibility to complete it at any time (Pranatawijaya et al., 2019). The questionnaire was distributed through digital channels such as WhatsApp and email to maximize respondent reach.

Data Analysis Technique

Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) via SmartPLS 4, a variance-based approach suited for simultaneously testing measurement and structural models, including mediation relationships (Hair et al., 2022). Analysis proceeded through descriptive statistics, outer model evaluation, inner model

evaluation, and hypothesis testing. Descriptive statistics (frequency, percentage, mean, and standard deviation) characterized respondent profiles and summarized response tendencies across the four constructs.

Outer model evaluation assessed convergent validity through outer loadings (≥ 0.70) and Average Variance Extracted ($AVE \geq 0.50$), discriminant validity via Cross Loading, Fornell–Larcker Criterion, and Heterotrait-Monotrait Ratio ($HTMT < 0.90$), and construct reliability using Composite Reliability (≥ 0.70), Cronbach's Alpha (≥ 0.70), and ρ_A . Inner model evaluation examined collinearity ($VIF < 5$), coefficient of determination (R^2), effect size (f^2), predictive relevance ($Q^2 > 0$), and model fit ($SRMR < 0.08$). Hypotheses were tested using bootstrapping at a 5% significance level, with hypotheses accepted when t-statistic > 1.96 and p-value < 0.05 . Direct effects were tested for all paths, while indirect effects (mediation) were tested to determine whether Organizational Commitment mediates the influence of LMX and Job Satisfaction on OCB.

RESULTS AND DISCUSSION

Respondent Characteristics

Respondent characteristics are presented to provide an overview of the Generation Z employees who served as research subjects, covering gender, age, position, tenure, and workplace, which help explain the background influencing their perceptions of Leader-Member Exchange (LMX), Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior (OCB).

Of the 217 respondents, the majority were female (138 respondents, 63.6%) compared to male (79 respondents, 36.4%), reflecting the female-dominated workforce composition typical of the F&B industry in Central Jakarta. By age, most respondents were 25–28 years old (101 respondents, 46.5%), followed by 21–24 years (80 respondents, 36.9%) and 17–20 years (36 respondents, 16.6%) — indicating that most respondents are in the early-to-mid career stage with sufficient work experience to meaningfully assess their relationships with supervisors, job satisfaction, organizational commitment, and OCB.

By position, respondents were spread across various operational roles, with Multifunctional Crew/Staff the largest group (47 respondents, 21.7%), followed by Cashier (45, 20.7%), Waiter/Waitress (35, 16.1%), Barista (32, 14.7%), Supervisor (28, 12.9%), Kitchen Staff (21, 9.7%), and other positions (9, 4.1%) — showing that most respondents work in operational roles with direct, day-to-day exposure to service delivery and supervisor interaction.

By tenure, respondents were fairly evenly distributed: 78 (35.94%) had worked 1–2 years, 71 (32.72%) had worked 6 months–1 year, and 68 (31.33%) had worked more than 2 years, reflecting a range of work experience that supports more objective assessment of the variables studied.

By workplace type, most respondents worked at Coffee Shops/Cafés (97 respondents, 44.70%), followed by Family Restaurants (41, 18.89%), Fast Food outlets (25, 11.52%), Bakery/Dessert Shops and All-You-Can-Eat outlets (15 each, 6.91%), Casual Dining (14, 6.45%), Fine Dining (7, 3.23%), and Food Court Tenants (3, 1.38%) — confirming that the sample represents a broad range of F&B business types in Central Jakarta.

Descriptive Analysis of Research Variables

Descriptive analysis was used to summarize respondent perceptions of each variable prior to structural model testing, based on mean-score interpretation categories (Sugiyono, 2023):

Table 1. Mean Score Interpretation Categories

Interval	Category
1.00–1.80	Very Low
1.81–2.60	Low
2.61–3.40	Moderate
3.41–4.20	High
4.21–5.00	Very High

Leader-Member Exchange (X1) obtained an overall mean of 4.13 (High category), indicating a positive perception of supervisor-subordinate relationship quality. The highest-rated indicator was "I give my best effort in completing tasks" (LMX5, mean 4.23, Very High), while the lowest was "I have good emotional closeness with my supervisor" (LMX1, mean 4.02, still High) — showing overall strong perceived trust, support, and communication with supervisors among Gen Z F&B employees.

Job Satisfaction (X2) obtained an overall mean of 4.21 (Very High category). The highest-rated indicator was "I have good working relationships with colleagues" (JS5, mean 4.29, Very High), while the lowest was "The compensation I receive is appropriate" (JS4, mean 4.16, High) — indicating employees are generally very satisfied, particularly regarding coworker relationships, though compensation adequacy scored comparatively lower.

Organizational Commitment (Z) obtained an overall mean of 4.13 (High category). The highest-rated indicator was "I am proud to be part of this organization" (OC1, mean 4.22, Very High), while the lowest was "Leaving the organization would be costly for me" (OC4, mean 4.08, High) — reflecting strong emotional attachment and loyalty among respondents.

Organizational Citizenship Behavior (Y) obtained an overall mean of 4.26 (Very High category). The highest-rated indicator was "I maintain work discipline" (OCB4, mean 4.35, Very High), while the lowest were "I help colleagues without being asked" (OCB2) and "I complete work beyond the required standard" (OCB3), both at 4.19 (High) — indicating a strong overall tendency toward voluntary, extra-role contribution among Gen Z F&B employees.

Statistical Data Analysis

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS, covering outer model (measurement model) and inner model (structural model) evaluation.

Outer Model Testing

Convergent Validity: All indicators across the four constructs showed outer loadings ranging from 0.856 to 0.927, exceeding the 0.70 minimum threshold, and all constructs showed AVE values above 0.50, confirming convergent validity.

Table 2. Convergent Validity Results

Variable	Loading Factor Range	AVE	Decision
Leader-Member Exchange	0.856–0.909	0.787	Valid
Job Satisfaction	0.868–0.927	0.800	Valid
Organizational Commitment	0.876–0.914	0.802	Valid
Organizational Citizenship Behavior	0.856–0.907	0.785	Valid

Source: Processed using SmartPLS 4 (2026)

Discriminant Validity: Cross-loading analysis confirmed every indicator loaded highest on its own construct rather than on other constructs. This was further supported by the Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT) test:

Table 3. HTMT and Square Root of AVE Results

	LMX	Job Satisfaction	Org. Commitment	OCB
HTMT				
LMX	—			
Job Satisfaction	0.646	—		
Organizational Commitment	0.696	0.688	—	
OCB	0.780	0.799	0.795	—
√AVE				
LMX	0.887			
Job Satisfaction	0.621	0.895		
Organizational Commitment	0.665	0.658	0.896	
OCB	0.754	0.771	0.764	0.886

Source: Processed using SmartPLS 4 (2026)

All HTMT values fell below 0.90, and the square root of AVE for each construct exceeded its correlations with other constructs — confirming discriminant validity.

Construct Reliability: All constructs showed excellent internal consistency:

Table 4. Construct Reliability Results

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
Leader-Member Exchange	0.961	0.961	0.967	0.787
Job Satisfaction	0.958	0.959	0.966	0.800
Organizational Commitment	0.951	0.951	0.961	0.802
Organizational Citizenship Behavior	0.969	0.970	0.973	0.785

Source: Processed using SmartPLS 4 (2026)

All values exceeded the 0.70 minimum threshold, confirming that all constructs are reliable.

Inner Model Testing

Coefficient of Determination (R^2): Organizational Commitment had an R^2 of 0.540 (54.0% of its variance explained by LMX and Job Satisfaction), while Organizational Citizenship Behavior had an R^2 of 0.761 (76.1% of its variance explained by LMX, Job Satisfaction, and Organizational Commitment) — indicating strong explanatory power, particularly for OCB.

Effect Size (f^2): All relationships showed medium effect sizes, ranging from 0.183 (Organizational Commitment → OCB) to 0.291 (Job Satisfaction → OCB), as detailed below:

Table 5. Effect Size (f^2)

Path	f^2	Category
LMX → Organizational Commitment	0.234	Medium
Job Satisfaction → Organizational Commitment	0.212	Medium
LMX → OCB	0.213	Medium
Job Satisfaction → OCB	0.291	Medium
Organizational Commitment → OCB	0.183	Medium

Source: Processed using SmartPLS 4 (2026)

Predictive Relevance (Q^2): Organizational Commitment had $Q^2 = 0.527$ and OCB had $Q^2 = 0.708$, both well above zero, confirming good predictive relevance, with especially strong predictive power for OCB.

Model Fit: SRMR was 0.038 (below the 0.08 threshold) and NFI was 0.862 (approaching 1), confirming the model has good fit and is suitable for structural and hypothesis testing.

4Hypothesis Testing (Bootstrapping)

Direct Effects

Table 6. Direct Effect Results

Path	Original Sample (O)	T-statistics	P-values
LMX → Organizational Commitment	0.418	5.718	0.000
Job Satisfaction → Organizational Commitment	0.398	5.660	0.000
LMX → OCB	0.319	5.405	0.000
Job Satisfaction → OCB	0.370	5.499	0.000
Organizational Commitment → OCB	0.308	4.774	0.000

Source: Processed using SmartPLS 4 (2026)

All paths showed positive coefficients, t-statistics above 1.96, and p-values below 0.05 confirming all five direct hypotheses (H1–H5) were accepted.

Indirect Effects (Mediation)

Table 7. Indirect Effect Results

Path	Original Sample (O)	T-statistics	P-values	Decision
LMX → Organizational Commitment → OCB	0.129	3.254	0.001	Significant
Job Satisfaction → Organizational Commitment → OCB	0.123	3.562	0.000	Significant

Source: Processed using SmartPLS 4 (2026)

Both mediation hypotheses (H6 and H7) were accepted, confirming that Organizational Commitment significantly mediates the effects of both LMX and Job Satisfaction on OCB.

Effect of Leader-Member Exchange on OCB (H1: Accepted, $\beta=0.319$, $p<0.001$)

LMX positively and significantly influences OCB, indicating that better-quality supervisor-subordinate relationships increase employees' tendency toward voluntary organizational behavior. Trust, open communication, support, and recognition from supervisors make employees feel valued, encouraging them to help colleagues, maintain a conducive work environment, and contribute voluntarily beyond formal duties — particularly important in the fast-paced, collaboration-dependent F&B industry. This finding aligns with Social Exchange Theory (Homans, 1958; Blau, 1964) and Leader-Member Exchange Theory (Graen & Uhl-Bien, 1995; Liden & Maslyn, 1998), and is consistent with Dulebohn et al. (2012), Kim & Qu (2020), Ma et al. (2021), and Kartika (2025), who found LMX positively predicts OCB among Gen Z employees.

Effect of Job Satisfaction on OCB (H3: Accepted, $\beta=0.370$, $p<0.001$)

Job Satisfaction positively and significantly influences OCB, showing that satisfied employees are more likely to enjoy their responsibilities, adopt positive work attitudes, and contribute beyond formal job requirements — helping colleagues, maintaining a conducive atmosphere, and supporting organizational goals. This supports Social Exchange Theory Blau, (1964) and the Integrative Model of Organizational Behavior Colquitt et al., (2021), and is consistent with Indarti et al. (2017), Hemsworth et al. (2024), and Nguyen et al. (2023).

Effect of Leader-Member Exchange on Organizational Commitment (H2: Accepted, $\beta=0.418$, $p<0.001$)

LMX positively and significantly influences Organizational Commitment, indicating that trust, attention, support, and good communication from supervisors foster employees' emotional attachment, loyalty, and desire to keep contributing to organizational success — an important factor for reducing turnover and maintaining team stability in the high-mobility F&B sector. This is consistent with Social Exchange Theory, Leader-Member Exchange Theory, Meyer et al.'s (2002) Organizational Commitment concept, and empirical findings from Dulebohn et al. (2012), Novianti (2021), Nguyen et al. (2022), and Wirotama (2023).

Effect of Job Satisfaction on Organizational Commitment (H4: Accepted, $\beta=0.398$, $p<0.001$)

Job Satisfaction positively and significantly influences Organizational Commitment, showing that positive work experiences foster a sense of belonging, emotional attachment, and loyalty among employees — particularly relevant for Gen Z, who value work experience, supportive environments, growth opportunities, and recognition. This aligns with Social Exchange Theory, the Integrative Model of Organizational Behavior, and Meyer et al.'s (2002) commitment framework, and is supported by Wardhana (2021), Wangsa & Edalmen (2022), Yusnita et al. (2022), and Aboramadan et al. (2023).

Effect of Organizational Commitment on OCB (H5: Accepted, $\beta=0.308$, $p<0.001$)

Organizational Commitment positively and significantly influences OCB, indicating that employees with strong organizational attachment view organizational success as part of their own responsibility, motivating them to help colleagues, maintain harmony, take initiative, and actively participate in achieving organizational goals — while also potentially reducing quiet quitting tendencies. This aligns with Social Exchange Theory, Meyer et al.'s (2002) commitment concept, and the Integrative Model of Organizational Behavior, and is

supported by Jufrizen (2023), Soehardi & Tjahjadi (2022), Nguyen et al. (2022), and Aboramadan et al. (2023).

Mediating Role of Organizational Commitment in the LMX–OCB Relationship (H6: Accepted, $\beta=0.129$, $p=0.001$)

Organizational Commitment significantly mediates the effect of LMX on OCB, indicating that quality leader-subordinate relationships influence OCB not only directly but also by first building organizational commitment. Trust, support, open communication, and recognition from supervisors foster emotional attachment, which in turn motivates employees to contribute beyond formal duties. This mechanism is especially relevant for Gen Z employees, who value supportive leadership and collaborative relationships. The finding is consistent with Social Exchange Theory, Leader-Member Exchange Theory, the Integrative Model of Organizational Behavior, Meyer et al.'s (2002) commitment concept, and prior studies by Novianti (2021), Jufrizen (2023), and Wirotama (2023).

Mediating Role of Organizational Commitment in the Job Satisfaction–OCB Relationship (H7: Accepted, $\beta=0.123$, $p<0.001$)

Organizational Commitment significantly mediates the effect of Job Satisfaction on OCB, indicating that job satisfaction translates into OCB primarily by first fostering organizational commitment. Positive work experiences build a sense of belonging and loyalty, which then drive employees to help colleagues, maintain harmonious relationships, and actively support organizational goals — particularly relevant for Gen Z employees who value meaningful work experience, supportive environments, and recognition. This finding is supported by Wardhana (2021), Wangsa & Edalmen (2022), Yusnita et al. (2022), Jufrizen (2023), Soehardi & Tjahjadi (2022), Nguyen et al. (2022), and Aboramadan et al. (2023), reinforcing Organizational Commitment's role as the mediating mechanism linking job satisfaction to voluntary organizational behavior.

CONCLUSION

Based on the data analysis and discussion, this study confirms that Leader–Member Exchange (LMX), job satisfaction, and organizational commitment play significant roles in enhancing Organizational Citizenship Behavior (OCB) among Generation Z employees in Central Jakarta's Food and Beverage (F&B) industry. Leader–Member Exchange positively and significantly affects both OCB and organizational commitment, indicating that high-quality leader–subordinate relationships characterized by trust, support, and effective communication encourage Generation Z employees to contribute beyond their formal responsibilities while strengthening their sense of belonging and loyalty to the organization. Similarly, job satisfaction has a positive and significant effect on both OCB and organizational commitment, demonstrating that satisfied employees are more likely to voluntarily assist colleagues and support organizational objectives while developing stronger emotional attachment and commitment.

Furthermore, organizational commitment significantly mediates the relationship between Leader–Member Exchange and OCB. The quality of leader–subordinate relationships not only directly influences OCB but also strengthens organizational commitment, which subsequently encourages the development of extra-role behavior among Generation Z employees. This finding indicates that organizational commitment functions as

a mechanism that strengthens the effect of LMX on OCB. Likewise, organizational commitment significantly mediates the relationship between job satisfaction and OCB. Job satisfaction influences OCB not only directly but also indirectly by strengthening organizational commitment, which ultimately encourages the emergence of extra-role behavior. Therefore, organizational commitment serves as an important mechanism that connects job satisfaction with OCB among Generation Z employees.

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