

Understanding Generation Z at Workplace: The Moderating Role of Mediated Communication between Benevolent Leadership and Organizational Citizenship Behaviors

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Abstract

This research focused on the interdisciplinary quest between benevolent leadership, as a contemporary leadership style, and organizational citizenship behaviors (OCBs) through the perspective of communication. The study aimed to examine: first, subordinates' tendency to show good behaviors towards their peers when prompted by the contemporary leadership style and secondly, it aimed to analyze the influence's capacity when the interaction between leaders and followers were carried through mediated communication. The research limited its study within the context of Generation Z as subordinates given their digital nativity, and selected Indonesia as the primary location of investigation. Utilizing a quantitative methodology, a questionnaire was distributed to 210 qualified participants and the collected data was analyzed using a moderated regression analysis on PLS-SEM. The research findings revealed a partial correlation between benevolent leadership and the tendency of showing good behaviors. Furthermore, the research findings suggested that mediated communication played a pivotal role in building positive work culture by demonstrating significant correlation. Despite the result, mediated communications as a moderating variable didn't give a significant effect on the leaders' capacity to influence OCBs among employees. Overall, this research provided a theoretical framework to understand Generation Z at the workplace and its impact on organizational performance.

Keywords: Benevolent Leadership; Generation Z; Indonesia; Mediated Communication; Organizational Citizenship Behaviors.

INTRODUCTION

The term benevolence has been incorporated in the study of management particularly within the subject of leadership styles. Traditionally, the term benevolence appeared as an additional attribute or character in a particular leadership style. For instance, in Likert's four systems of management, the term benevolence was used as an ambidextrous element of the authoritative system. Meanwhile, in Reddin's three dimensional models of leadership the term benevolence was used as a supplementary

character owned by one of the most effective leadership styles, namely benevolent autocratic style (1967). Benevolent leadership as an independent dimension of management style was still considered as a contemporary approach and the lack of research concerning the topic, as primary subject of interest, contributed to the lack of definition of benevolent leadership and how it may affect organizational performance. Notwithstanding, a groundbreaking work to conceptualize the term benevolent leadership by Karakas & Sarigollu (2012) could be mentioned here. In the research, the scholars offered a conceptualized idea of benevolent leadership by defining it as a form of transformational management style, where leaders' aspirations for betterment and trust on their followers' discernment creates a virtuous cycle of encouragement among the followers as subordinates. The research argued that this virtuous cycle could motivate employees in showing positive organizational citizenship behaviors (OCBs), a set of good behaviors shown by the employees towards organization and their peers that were not constituted as responsibilities of their formal role (Colquitt J, Colquitt, Lepine, & Wesson, 2011; Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Organ, 1998).

The work of Karakas & Sarigollu (2012) was generally accepted within the discourse of Western literature and further research on the correlation between benevolent leadership and OCBs demonstrated similar positive results (Grego-Planner, 2022; Kanwal, Rathore, & Qaisar, 2019; Ghosh, 2015). Be as it may, the conceptualisation of leadership as a construct varies among countries (Grego-Planner, 2022; House, Hanges, Javidan, Dorfman, & Gupta, 2004), making the absence of contemporary concepts of benevolent leadership in Eastern literature not surprising. In contrast to the Western contemporary approach, academic researchers in Eastern literature tend to discuss the term benevolence as an additional element to the paternalistic management style (Cheng, Chou, Wu, Huang, & Farh, 2004). The traditional approach meant that managing employees does not require delegated authority nor inspiring attitudes to motivate good behaviors, as shown by the work of Karakas & Sarigollu (2012). Instead, community centric values, such as providing protection and support for employees' role at workplace as well as showing genuine concerns for their well-being were considered as pivotal parameters to ignite affective trust and thus, willingness to do extra-role jobs (Nguyen, Khoi, Le, & Ho, 2022; Li, Lin, & Chen, 2016; Tang & Naumann, 2016; Chan & Mak, 2011). In relation to Indonesia, research on benevolent leadership was still limited as previous studies that discussed contemporary ideas in the discourse of leadership mainly focused on topics around transformational leadership (Suryani, Van de Vijver, Poortinga, & Setiadi, 2012; Irawanto, Ramsey & Ryan, 2012).

This polarized view on the conceptualisation of benevolent leadership and the lack of contemporary approach in the leadership studies, in Indonesia, provided an opportunity for the author to initiate a research aiming to understand the influence of the contemporary leadership style on OCBs among Indonesian Generation Z, whose sociocultural background was considered as part of the Eastern culture (Hofstede, 1980). Additionally, this research was interested in analyzing the correlation between benevolent leadership and OCBs through the use of mediated-communication. The incorporation of digital media as a means of organizational communication served two

purposes. First, it aimed to bridge the gap within the previous studies that focused merely on the linear regression between benevolent leadership and OCBs. Secondly, it attempted to bring a more realistic simulation of today's workplace. Since the outburst of the Covid-19 global pandemic in early 2020, companies were forced to lock down resulting in a strategic response that allowed employees to work from home (Barrero, Bloom, & Davis 2021; Brinkley, Willmott, Beatson, & Davies, [2020](#)).

The new norm brought interactions between managers and the employees into the digital sphere. Before the Covid-19, organizational communication was mostly carried through direct contact, such as face to face coordination, on-site meeting or casual conversation. However, within the new norm, the interactions between the managers and their staff were increasingly facilitated through the use of digital media (Adisa, Ogbonnaya, & Adekoya, 2022; Van Zoonen, Sivunen, Rice, & Treem, 2021). This significant change raised a question on whether the medium of communication played an intermediary role within the correlation between benevolent leadership and OCBs. The question stemmed from the notion that communication channels have certain impacts on the way people receive messages (Daft & Lengel, 1984) as well as from the notion suggesting that leadership is a process of communication (Miller & Barbour, 2014; Madlock, 2008).

Generation Z has become one of the biggest population cohorts on Earth, who by the next decades, would dominate the workforce (Gabrielova & Buchko, 2021). In Indonesia, Generation Z accumulated up to 27,94% of the country's total population by 2020 (Pusat Data Ekonomi dan Bisnis Indonesia, 2021). Whilst the majority of them were still under age to work, a percentage of this generational cohort has filled entry-level positions in Indonesia labor market. Consequently, companies must be ready to welcome this generational cohort as part of their organization. Unfortunately, there was still a limited amount of academic research that discussed Generation Z as employees in Indonesia.

For that reason, this research laid a conceptual understanding of Generation Z's behavioral characteristics by taking advantage of the Western publications that focused on the attempt to understand Generation Z at the workplace. For instance, Schroth (2019) and Scholz (2019) indicated that Generation Z had their unique characteristics and expectations from work. According to the scholars, Generation Z tend to have different patterns concerning their behaviors as they were seen to be self-oriented, meaning that they were individualistic in their approach to situations at the workplace. Furthermore, Generation Z was considered to care less about organizational rules as opposed to the earlier generational cohorts, which could imply a negative impact on organizational performance. Nevertheless, Generation Z were deemed to be highly motivated by certain issues, such as environmental preservation, social injustice and diversity (Thang, Dung, Rowley, & Bach, 2022). In the soft skills department, Bresman & Rao (2018) stated that Generation Z enjoyed autonomy but had difficulties in making decisions, which was why they valued positive attitudes and clear instructions from their managers. On top of this, Generation Z, who were also referred to as *Gen-i* given their digital nativity - their degree of familiarity with the era of media convergence and digital universe, were reported to be

more prone to mental issues, such as anxieties and depression (Twenge, 2010). These psychological and behavioral patterns allegedly make them the most challenging group of employees to manage (Racolta-Paina & Madularu, 2022).

Notwithstanding, this previous body of research also suggested that the right approach to Generation Z' jobs and work expectations could overcome these aforementioned challenges. This is where the relevance of benevolent leadership came into play as the particular leadership style shared attributes that seemingly corroborated with the qualities needed to foster positive attitude and behaviors among the Generation Z. Additionally, the digital nativity of the *Gen-i* provided another relevance to the reason why they were chosen as the context that limited the scope of this study.

One of the salient topics concerning leadership study suggested that leadership and management were not equivalent (Yulk, 2013; Rost, 1991). The two constructs were deemed mutually exclusive, in which leading was considered as a process of communication while managing was seen as an organizational strategic function held by someone at a supervisory role. In other words, the two roles aimed at different organizational goals insinuating the idea that one could be an effective manager without being a good leader or vice versa. To fully separate the construct of leadership from management roles, however, was a risky move especially in today's business landscape where change has become a compass for companies' survival and the role of effective leadership became crucial (Yukl & Lepsinger, 2005). On that point, this research focused on perceiving leadership and management as an inclusive process to obtain certain organizational goals (Miller & Barbour, 2014). For that reason also, the terms "leaders" and "managers" were used interchangeably in this paper. Accordingly, any reference to subordinates was written as either followers or employees.

To understand how benevolent leadership correlates with OCBs, this study began with the theory of *Social Exchange*. According to Blau (1986) and Homans (1961), human interaction is inherently transactional. Whilst the social currency would depend on the context of the relationship, the underlying idea of the theory of social exchange suggested that good deeds are reciprocal. The idea stemmed from the notion that humans as social beings have the innate ability or a sense of obligation to return a favor. In the context of managers and employees' dyadic relationship, the social exchange theory offered us a framework to explain that employees who benefitted from their managers' supportive attention would feel obliged to return the favor by showing positive work ethics (Dirks & Ferrin, 2002; Chan, Huang, Snape, & Lam, 2012).

The theoretical background led the author to assume that the socially and culturally positive characteristics demonstrated by benevolent leaders at the workplace would generate reciprocal responses from Generation Z as the subordinates, which in this research was translated into OCBs. As stated in the previous section, OCBs was a set of good behaviors shown by the employees as a result of a certain perspective towards their managers. According to Podsakoff et al. (2000) OCBs could be measured by seven dimensional categories, such as helping behavior, sportsmanship, organizational loyalty,

organizational compliance, individual initiative, civic virtue and self-development. Furthermore, benevolent leadership as conceptualized in the Western Literature, was built on the construct that humans were capable of being righteous believing that by promoting positive attitude per se would provoke similar actions from those who were in the same circle. This idea was based on the theory of confirming behavior suggesting that a continuous interaction between two or more individuals would create a perception, where some imagined attitudes of the target individual would materialize in the behaviors of those who perceive them (Snyder & Swann, 1978). In conclusion, this research leaned towards the notion that benevolent leadership correlates positively with the increase of employees' willingness to show good behaviors at the workplace.

Subsequently, this research implemented the validated scale of benevolent leadership developed by Karakas et al. (2012), which included four elements: *ethical decision-making, creating a sense of meaning, inspiring hope as well as fostering courage for positive change, and leaving a positive impact for the larger community*. It is important to note, however, that this research also employed an indicator used in the Eastern construct of benevolent leadership, namely *showing long-term care, concern for the employees' job-related and personal well-being, and giving protection* (Cheng et al., 2004). The call was based on the notion that with these particular additions, the construct of benevolent leadership could be seen not only as a management style that relinquished authority and relied solely on human's capability for self-development but at the same time, a management style that offered guidance through tendency to give support for employees. The author argued that these behaviors were the imperative characteristics needed to deal with Generation Z at the workplace. On that trajectory, this research posed a hypothesis as follows:

H1: Benevolent Leadership style was likely to influence OCBs among Indonesian Generation Z subordinates

The communication aspect of this research was divided into two theoretical discussions. First, the theoretical discussion focused on the discourse of communication medium and how it affected organizational communication in the context of managers and subordinates' relationship. Secondly, the research discussed the idea pertaining to leadership style as a process of communication and how mediated communication played a role within the process. To start with, this study would like to discuss the basic principles of communication. According to Hall (1980), communication happens when a cycle of encoding and decoding between a sender and the receiver is fulfilled. During the process, the message imparted could experience distortion, particularly in the presence of noises, be it a literal disturbing sound or a figurative noise, such as existing perceptions. Based on that theory, this study suggested that the ability of both communicators to extract the intended meaning during the process of encoding and decoding could face some challenges. In the context of organizational communication, this theory implied that oftentimes, managers and subordinates would find difficulties in exchanging information and understanding the intended meaning when the process of communication was carried through digital media.

Prior to discussing the reasoning behind the message distortion during mediated communication, this research found it important to stress out the definition of digital media. Since the emergence of digital media, academic researchers have been trying to explain its role within society. However, the definition of digital media, similar to benevolent leadership, was contextual. Nevertheless, aspects such as, digitized content, information technology and communication were often present as the defining characteristics of digital media (Guinibert, 2021). On that point, this research took a stance by perceiving digital media as a means of communication that did not require any physical contact. Furthermore, this research didn't limit the scope of digital media as means of mediated communication within the extent of computer-generated platforms, but rather including any means of communication, where the content was digitized or broadcasted with the help of information technology. This definition provided the research with an extensive range of communication mediums, such as email, short-text messages, social media and video conference applications, as well as the computer-based project management platforms, as also defined in Rayburn (2007).

As the idea of digital media was clarified, this research brought up the pessimistic view shown by academic researchers on the ability of digital media to impart organizational communication-related tasks. The scholars argued that due to the nature of the digital media, mediated communication could result in less effective communication between managers and subordinates as non-verbal cues, such as facial expression, tone of voice and gestures would be absent (Golden, Veiga, & Dino, 2008; Straus & Olivera, 2000; Short, Williams, & Christie, 1976). In other words, mediated communication contributed to the distortion of message and miss-interpretation of the conveyed message. This argument was supported by the construct of Media Richness (Daft & Lengel, 1984), which suggested that media as the means of communication varies in shape and in the amount of data shared. For instance, text messages and emails were considered having a smaller range of data important to convey a message. Meanwhile, face to face communication (FTF) was seen to provide more access to non-verbal cues required for effective communication. Be as it may, further investigation on digital media demonstrated that the development of information technology had facilitated the creation of enhanced functionality that could substitute the role of FTF communication or other variant of offline interpersonal communication (Turner & Foss, 2018; Aldunate & González-Ibáñez, 2017; Derks, Bos, & von Grumbkow, 2008). Additionally, a body of research demonstrated that digital media in this era could bring in a various range of cues (Ferry, Kydd, & Sawyer, 2001) and a high degree of social presence (Anderson, Rourke, Garrison, & Archer, 2001) into the interaction. In other words, communication between the managers and their subordinates could be as effective as when the communication was carried out offline. Hence, the idea of message distortion through mediated communication was considered irrelevant. Subsequently, this study argued that a leadership role performed through mediated communication could incur similar impact as when the action was performed before the invention of digital media. Based on that trajectory, this research posed below hypothesis:

H2: Mediated communication was likely to influence OCBs among Indonesian Generation Z subordinates

The final part of this theoretical discussion paid attention to the construct which considered leadership style as a process of communication. The idea came from the study between organizational communication and behavior that often includes leadership as an important aspect to increase organizational performance (Miller & Barbour, 2014). The premise derived from findings that showed strong correlation between manager's competence in communication skills and increased performance or organizational commitment among employees. As an example, the study conducted by de Vries, Bekker-Pieper & Oostenveld (2009) demonstrated that expressive and supportive leadership led to better leadership outcomes. Furthermore, Brown, Paz-Apparicio & Revilla (2019), suggested that leaders' communicative behaviors towards their subordinates affected their management outcomes. Also, it was indicated that the combination of inspirational communication, transformative leadership and leader-member dyadic relationship could lead to positive organizational behaviors, among others, OCBs (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

In relation to this study, the author mentioned that remote working has become a normality in the work-place since the Covid-19 pandemic and has shifted the way companies operate. Subsequently, the author assumed that a change in the communication medium might also influence a change in the way leaders interacted with their followers. Put it another way, this study argued that there was a dynamic shift in the dyadic relationship between the leaders and their subordinates. From this perspective, the dynamic shift came primarily through the digital media users' ability to control their response, which also meant that employees as subordinates were endowed with more flexibility in reacting to inputs during the process of mediated communication with their managers, as opposed to when the communication happened face-to-face (Heisler & Crabill, 2006). As a result, the assumption implied that leaders' capacity to influence the behaviors of their subordinates would decrease. This assumption would be applicable when discussing a leadership style that focused on power and control. However, this study was analyzing the influence of benevolent leadership, a managerial type that emphasized on leading by example and mutual respect. That said, the implied diminishing power due to the shift in the communication method would not be as relevant as in the case of authoritarian leadership style, for instance. Additionally, this research argued that Generation Z as digital natives found communicating through the digital media as normality and therefore, the benefit of greater control as digital media users was seen as a given. Consequently, this research could go as far as assuming that mediated communication might lead to a positive interaction between managers and subordinates. On that point, this study proposed a hypothesis as written below:

H3: Mediated Communication affected the influence of Benevolent Leadership on OCBs among the Indonesian Generation Z Subordinates

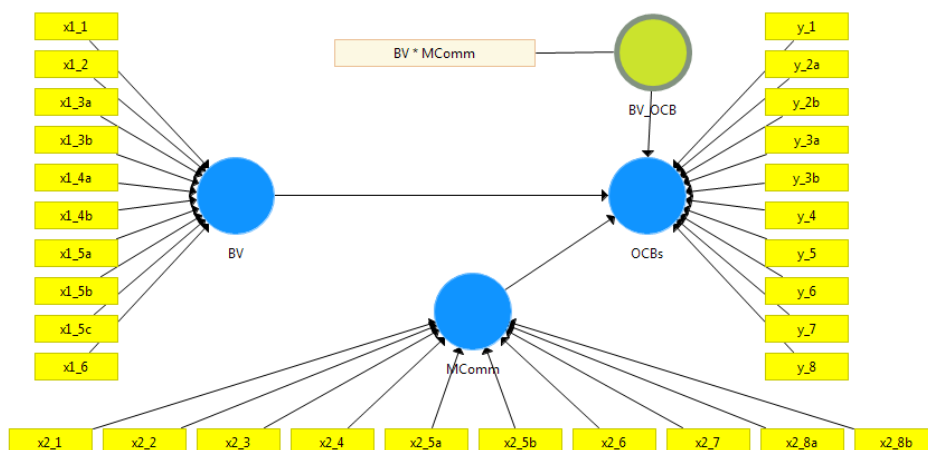
METHODOLOGY

This research applied a mathematical and statistical approach in collecting, analyzing as well as interpreting data. The quantitative methodology was selected as the author had predetermined assumptions concerning the subject of interest and aimed to confirm the assumptions by using a quantitative-model based inquiry (Cresswell, 2009). Consequently, this research took a positivist philosophical stand and based its arguments from theories postulated by relevant previous studies.

Research Model and Design

In the attempt to answer the research hypotheses, this study designed a research model using a method known as structural equation model (SEM-PLS). According to the protocol, this method involved two stages of data processing, Measurement (outer) Model and Structural (inner) Model (Chin & Dibbern, 2010). Essentially, this model employed multiple constructs as measured variables (independent and dependent) to observe the variables' intercorrelation in three manners (Becker, Cheah, Gholamzade, Ringle & Sarstedt, 2023). First, it investigated the validity of chosen constructs as variables. Secondly, it looked at the direct causal effect between independent variables and dependent variables through an implementation of path analysis. Finally, it focused on the interaction between all variables through multiple regressions. Whilst the nature of multiple regression analysis could be varied, in this research the author utilized moderating regression analysis (MRA) to understand the role of a particular variable. Translating the concept into research implementation, this study deployed the construct of benevolent leadership (BV) and mediated communication (MComm) as independent variables (x_1 and x_2 respectively) and the construct of OCBs as the dependent variable (y). Subsequently, this research observed the direct effect of BV and MComm on OCBs to answer the first and the second hypothesis, then followed by observing the influence of BV on OCBs with MComm as a moderator to answer the third hypothesis. Visually, the research model was presented as follows:

Figure 1: Research Model Design



Questionnaire Design

In regards to the instrument for collecting research data, the author created a questionnaire which consisted of three sections. The sections were developed by indicators extracted from the three constructs and translated into 30 items. Each item then represented one question in the questionnaire. The first section contained questions concerning benevolent leadership (Karakas et al., 2012; Cheng et.al, 2004). Meanwhile, the second section was dedicated to questions concerning mediated communication, as proposed by Ferry et al., (2001) and by Anderson et al., (2001). Subsequently, the last part consisted of questions pertaining to indicators found from the construct of OCBs (Podsakoff et al., 2000). It was important to note, however, that some indicators were broken down into several items representing several questions. For instance, *“Inspiring hope and fostering courage for positive action”*, which was taken from the first construct, was translated into two items given the depth of the substance, namely x1_3a; *“My manager encourages me to innovate”* and x1_3b; *“My manager trusts me with a degree of authority to make decisions within the scope of my tasks and responsibilities”*. Another example was *“Leaving a positive impact for the larger community”*, which produced items, such as x1_4a; *“My manager promotes equality among our team members”* and x1_4b; *“My manager cares about social and environmental issues”*. In regards to measurement scale, the questionnaire implemented 5 Points Likert Scale with 5 signifying “strong agreement” and 1 indicating “strong disagreement”.

Research Participants

A part of Generation Z in Indonesia has entered the workforce and filled entry-level positions. Despite the existence of data on the size of the population, it was difficult to find the exact figure of the working generation Z, which meant that when it came to

sampling method, this research used probability sampling techniques and kept the minimum number of 30 samples per each target location (Sekaran, 2003). Concerns on the size of the data were compensated by the score of the model's reliability (AVE) and the variety of the observed variables (Cronbach's Alpha), which would be discussed in the next chapter.

This research implemented control measures meaning that those who were invited to participate in this research had to meet the sampling criteria, such as location (residing in Indonesian big cities), age (Generation Z cohort with productive age, maximum 25 years old), and occupation (entry-level employees within the banking industry). The banking was chosen to conduct this research because the practice of transactional leadership was allegedly more dominant within this particular industry (J. Tuffour, Gali, & M. Tuffour, 2022). Additionally, the participants should have spent at least three months working with the same manager to ensure that a dyadic relationship between the leaders and the subordinates has taken place (Wilson, 2022; Colquitt, et al., 2010). In this research, the author considered gender differentiation as irrelevant.

Out of 210 of the distributed questionnaires, 92 of valid data were extracted and processed using Smart-PLS. Given the generational cohort, the dominant age of the participants was between 21 to 25 years old (93,5%). As shown on the table below, the majority of the participants resided and worked in Jakarta (85,9%), with 94,6% of the total sample having a direct supervisor for more than three months (90,2%). The data also indicated that the participants as subordinates had sufficient interactions with their managers. Thus, they fulfilled the requirements of this research.

Table 1 : Characteristics of the Participants

	Profile	Frequency	Percentage
Age	15-20	6	6,5
	21-25	86	93,5
Under Direct Supervision	Yes	87	94,6
	No	5	5,4
Work from Home Experience	Yes	76	82,6
	No	16	17,4
3 Months Probation	Yes	83	90,2
	No	9	9,8
Location	Jakarta	79	85,9
	Makassar	11	11,9
	Surabaya	2	2,2

RESULTS AND DISCUSSION

Measurement (outer) Model

Measurement (outer) Model analysis began by calculating the convergent validity between the indicators and the measured variables as a construct. From this first evaluation, it was found that several indicators measured below the threshold of the loading factors ($>0,700$), namely $x1_3b$, $x1_5c$ and $x1_6$ for Benevolent Leadership, $x2_3$, $x2_5b$ and $x2_8b$ for Mediated Communication as well as $y2b$, $y3a$, $y3b$, and $y7$ for OCBs, which were therefore removed. The smaller set of data brought the authors back to the concerns pertaining to the possibility of error. However, if the score of the reliability test proved that the observed variables indicated strong consistency, then the model has met the standard to be a fit model (Kline, 2016).

With that in mind, the authors conducted a second analysis on the data set and found that all indicators of the constructs fulfilled the requirements ($SLF > 0,700$). Accordingly, this research continued by looking at the data's average variance (AVE) for the model's validity. Then, followed by a reliability test to figure out the value of the data's internal consistency (Cronbach's Alpha). In order to qualify as a valid research model, both the values of AVE and Cronbach's Alpha needed to be bigger than 0,50 and 0,70 respectively (Chin & Dibbern, 2010). As shown on table two, the research model proved to be valid and reliable. On top of that, the figures have eliminated the concerns about the sample's size.

Table 2 : Factor Loading, Validity & Reliability

Construct	Indicator	Component			Conclusion
		SLF	AVE	Cronbach's Alpha	
BV (x1)	x1_1	0,886	0,72	0,94	Valid
	x1_2	0,903			Valid
	x1_3a	0,852			Valid
	x1_4a	0,898			Valid
	x1_4b	0,756			Valid
	x1_5a	0,93			Valid
	x1_5b	0,755			Valid
	x2_1	0,776			Valid
MComm (x2)	x2_2	0,826	0,68	0,92	Valid
	x2_4	0,81			Valid
	x2_5a	0,796			Valid
	x2_6	0,823			Valid
	x2_7	0,771			Valid
	x2_8a	0,906			Valid
OCBs (y)	y_1	0,893	0,69	0,92	Valid
	y_2a	0,936			Valid
	y_2b	0,708			Valid
	y_4	0,853			Valid
	y_5	0,869			Valid
	y_6	0,748			Valid
	y_8	0,766	Valid		

Structural (inner) Model

As the research model was deemed valid, the author proceeded with the process of testing the research's hypotheses. The process began with an evaluation on the eligibility of the model to interpret the processed data by looking at its explanatory power through the value of its determinant coefficient (R^2). Based on the sample size ($N=92$) in this particular model, the value of R^2 was 86,9% ($>80,0\%$), demonstrating that BV, MComm as well as the moderating factor of both independent variables (BV_MComm) could be used to measure the outcome of OCBs. Secondly, the author looked at the values of path coefficient to observe both the direct causal effect (t values) and the interaction (p values) between variables. In order to constitute significant correlation, the p values needed to be $<0,05$. Meanwhile the t values should be greater than 1,96.

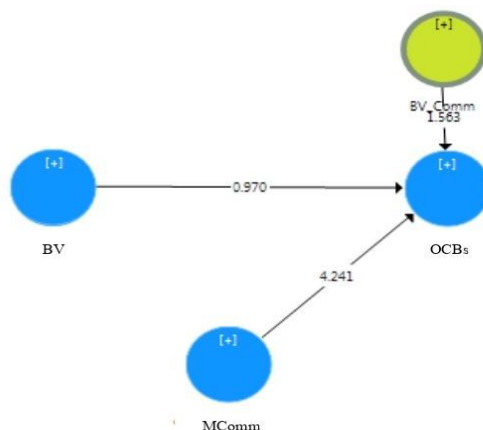
Table 3 : Descriptive Statistic & Fitness of the Model (R^2)

	N	Minimum	Maximum	Mean	Std. Deviation	R^2	Adjusted R^2
BV	92	20	50	39,837	7,59595		
MComm	92	22	50	39,3889	6,48887		
OCBs	92	22	50	41,9341	5,23408	0,869	0,845
Valid N (listwise)	92						

Path Analysis (t values)

In this stage of analysis, the findings showed that BV and MComm indicated t values of +0,970 and +4,241 respectively. As the number of t values needed to be bigger than 1.96 to be considered significant, this data demonstrated that MComm yielded a strong influence on OCBs. Whilst, BV has a partial or moderate influence on OCBs. Furthermore, when combined as a predictor, BV and MComm showed a slight increase of influence, albeit insignificant.

Figure 2 : Path Analysis (t values)



Moderated Regression Analysis (p values)

The final stage of hypothesis testing was to employ moderated regression analysis (MRA). Focusing the observation on the *p* values, the data showed that BV didn't indicate a significant influence on OCBs both as an independent predictor and as a combined variable with MComm (*p* values > 0,05). The result concluded that mediated communication played an independent role towards the incremental change in OCBs. However, it didn't have any significant impact in increasing the influence of benevolent leadership on OCBs.

Table 4 : Relationships between Variables based on MRA

Relationship between Variables		Original Sample (O)	Mean Sample (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values	Conclusion
Direct Effect	BV -> OCBs	-0,245	-0,233	0,252	0,97	0,332	Moderately Significant
	MComm -> OCBs	1,047	1,023	0,247	4,241	0	Positively Significant
Moderated Effect	BV_MComm -> OCBs	-0,339	-0,218	0,217	1,563	0,119	Insignificant

Table 5 : Hypotheses Conclusion

Hypotheses		Conclusion
H1	Benevolent Leadership style was likely to influence OCBs among Indonesian Generation Z subordinates	Rejected
H2	Mediated communication was likely to influence OCBs among Indonesian Generation Z subordinates	Accepted
H3	Mediated Communication affected the influence of Benevolent Leadership on OCBs among the Indonesian Generation Z Subordinates	Rejected

This research revealed several findings that were pivotal in understanding Generation Z as employees particularly in the context of Indonesia. First, this research found that benevolent leadership had a partial influence on employee's OCBs suggesting that implementing benevolent leadership as a strategy to manage Generation Z might lead to a result with varying degrees. For instance, when observed as a sole predictor, benevolent leadership qualities did not necessarily influence organizational citizenship behaviors of the Generation Z as employees. This finding was particularly relevant when it came to their organizational loyalty, where the majority of participants disagreed to work outside working hours without any compensation. However, when observed as a process of communication, there was a slight increase in the influence of benevolent leadership notably on the followers' perception of their surroundings. This argument could be justified by the data, which generally showed participants' favorable image towards their managers and therefore, their peers (*y₈* : *I believe that my managers and my peers are*

good people). This finding also suggested that human tendency to reciprocate goodness as proposed by the theory of social theory merely created an effect to the extent of good intention. Meanwhile, a stronger prompt might be required to trigger a real action. It is important to note, however, that this data only represented the Generation Z, which was considered as a unique generational cohort.

The second finding demonstrated that digital media could deliver the expectation of effective communication between the managers and the subordinates. In fact, the findings showed that mediated communication, where the followers had a balanced power and control in the leaders and followers' dyadic relationship, proved to be a significant influence on OCBs. According to this research data, Generation Z did not have any problem in building good communication with their managers. As an example, the participants did not think that using digital media was a problem to understand organizational messages. The data also showcased that they could understand multiple cues through emojis and experienced the notion of social presence through mediated communication. Based on these findings the author argued that being digital media-savvy eliminated the pre-assumed challenges concerning mediated communication. As mentioned in the literature review, concerns on the quality of mediated communication allegedly distorted the potential of effective communication between the sender and the receiver. Yet, as the second hypothesis was proven to be true, this research maintained its stand on the capability of digital media to facilitate effective communication. Nevertheless, this research should emphasize that the result was only relevant to one generational cohort and did not include other generations, such as the Generation X or the Millennials.

Finally, the third insightful finding of this research, as shown by the moderated regression analysis, demonstrated that mediated communication, despite its positive correlation with OCBs, did not play a significant role when it came to increasing the capacity of benevolent leadership's influence on employees' positive attitude and good behaviors. Putting it another way, the third hypothesis was proven to be false. In the attempt to understand the result, the author proposed two arguments, starting by suggesting that Generation Z, who were born in the era of media convergence, perceived communication through digital media as normality. Accordingly, managing Generation Z through digital media would generate a similar impact as when it was carried through direct communication, regardless of the leadership style involved. The second argument was the author supposed that other elements of organizational behaviors, such as motivations and rewards, could have been a more relevant catalyst to increase the influence of benevolent leadership on OCBs, which was also implied in the work of Thang et.al. (2022). The latter argument was based on this research data indicating that Indonesian Generation Z as employees scored high in general altruism, sportsmanship, and self-development but low in organizational loyalty.

CONCLUSION

Overall, this study concluded that benevolent leadership as a contemporary concept of management style could be implemented to influence a certain degree of OCBs among Generation Z employees in Indonesia, despite the socio-cultural background that was more lenient to the Asian culture. Employers, be it national or international companies that aimed to increase their organizational performance through OCBs, were recommended to pay attention to this particular leadership style. However, paying attention to the method of communication could lead to more significant results. As suggested, mediated communication provided a familiar platform for Generation Z to navigate their work-related interactions, while also implying that remote working or a hybrid working type could be a more suitable work environment to their needs as employees. At the same time, relying on benevolent leadership and mediated communication as a strategy to prompt good behaviors and attitude among employees at work would require further scrutiny. Adding another relevant aspect concerning organizational behaviors to increase OCBs should be considered.

In regards to the limitation of this study, the research approached benevolent leadership as a construct through the communication perspective. That said, this study did not discuss other factors that might have contributed to a significant influence of this leadership style as a management strategy. Furthermore, this study narrowed down its focus on a particular generational cohort. Therefore, this study did not represent other cohorts that could also be a relevant subject of interest. Overall, this study contributed to the discourse of leadership study and organizational communication where Generation Z was involved. Additionally, this research has initiated a preliminary investigation for future research on the influence of benevolent leadership as a contemporary leadership style in different contexts.

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