Enhancing Gen Z's Performance: The Role of OCB, Tat Twam Asi Concept, and QWL

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Abstract:

The aim of this research is to determine the role of organizational citizenship behavior, tat twam asi concept, and quality of work life for enchancing gen z performance. This research is included in qualitative research. As time goes by, misunderstandings and discrepancies often occur in communication between individuals in the workplace, both between colleagues and with leaders. This is caused by differences in character and mindset, especially in the context of generational differences. Generation Z, who tend to be more accustomed to digital communication, often faces difficulties in communicating with older generations who prefer traditional communication methods. This phenomenon also occurs in large companies, where generation Z employees often experience communication problems with their superiors and co-workers. Therefore, the idea of Tat Twam Asi (I and You are One), this concept originated from Hindu religion philosophy and the Upanishads has proven to be very effective in improving employee relations and fostering dedication to the organization. This study shows that the application of the Tat Twam Asi concept can foster skills development and training, job satisfaction especially those from the generation Z demographic, time flexibility with a comfortable work environment, and apply human values that create Organizational Citizenship Behavior so as to realize quality of work life.

Keywords: Organizational Citizenship Behavior, Tat Twam Asi, Quality of Work Life, Generation Z

Introduction

In the era of the Fourth Industrial Revolution and Society 5.0, the development of the digital world has driven significant breakthroughs in response to global challenges. The Internet of Things (IoT) plays a crucial role in the development of smart city concepts (Asri & Darma, 2020). The rapid advancement of Information and Communication Technology (ICT) in globalization has transformed perspectives, lifestyles, and societal behaviors, triggering fundamental digital disruptions (Program, 2020). This revolution not only affects in daily life but also education and various societal aspects (Hasuungan & Kurniawan, 2018). Therefore, a generation is needed that has a tough character in responding to these changes (Hadjaratie et al., 2023).

Generation Z constitutes the largest portion of Indonesia's population for 27.94%. Following closely are Millennials at 25.87%, and Generation X at 21.88%. Baby Boomers represent 11.56% of the population, while the Post-Generation Z group has the smallest percentage at 10.88% (Nisa & Haryono, 2022). According to a survey conducted by Incorporated (2019), Generation Z perceives themselves as the most diligent generation. Research by Randstad in 2016 identified several key factors contributing to optimal performance among Generation Z, including engagement in their work (56%), the nature of the job itself (52%), and the ability to concentrate and collaborate in the workplace (38%). Effective communication and collaboration with peers are primary catalysts for Generation Z to achieve their highest performance. They desire active involvement from managers to optimize their performance. The widespread use of the internet and smartphones has greatly influenced the learning style of Generation Z, who are digitally connected and rely on search engines to find answers to any questions they may have.

Service quality significantly influences customer satisfaction. Companies are required to deliver optimal and effective services; failure to do so can negatively impact customer loyalty by decreasing it. Enhancing customer loyalty involves providing exceptional service quality, including constructive feedback and active engagement with customers. However, it is crucial for employees and organization members to feel treated fairly. Employees demonstrating outstanding performance develop deep affiliations with the company. Therefore, it is critical for companies to retain high-performing employees, as the presence of low-quality human resources can adversely affect both the company and its employees. Hence, it is essential for companies to carefully select and retain genuinely qualified employees (Hidayah & Baharun, 2023). Self-confidence can be measured through indicators of confidence

in one personal competencies, performing independently in making decisions, having a high qulity. self-concept, and bold to explicit evaluation (Khasanah & Panggah Setiyono, 2024)

Emphasize in Career Theory that individual values must align with the organizational culture or environment. Similarly introduce the person-environment fit framework, explaining high turnover rates within organizations. They suggest that individuals and organizations should have a psychological contract to meet each other's needs (Vogel & Feldman, 2009). The current organizational environment and values are calibrated by the Boomer and Gen X generations as described by Maloni et al. (2019). The distinct work values of Generation Z compared to previous generations necessitate adjustments in organizational work environments to accommodate Gen Z's needs (Barhate & Dirani, 2022). Organizational Citizenship Behavior (OCB) is an important component that deserves attention within companies; it is also referred to as extra-role behavior. According to Khiong et al. (2022), extra-role behavior is defined as individuals who exhibit high OCB and willingly perform tasks beyond their job requirements without monetary compensation or bonuses, such as voluntarily assisting colleagues during break times. (Arifin & Chandra Kirana, 2024)

Job satisfaction refers to an individual's subjective experience of pleasure or displeasure towards the work they perform within an organization. It reflects the level of happiness someone experiences as a result of evaluating their job or work experience. Job satisfaction involves an individual's emotional response to their work and overall evaluation (Yusuf & Haryoto, 2023). An employee's performance can be influenced by their abilities and the level of motivation within the organizational environment. When an organization fails to fulfill its commitments to employees, it can negatively impact their performance and commitment to the organization. According to experts, employee performance refers to measurable work achievements or outcomes in terms of both quality and quantity (Muliawati & Frianto, 2020).

Over time, misunderstandings and misalignments often occur in communication among individuals in the workplace, both among colleagues and with supervisors. Inappropriate policies in financial aspects can threaten the continuity of the company and cause the risk of bankruptcy (Kartika et al., 2024). This is due to differences in character and mindset, especially in the context of generational differences. Generation Z, who are more accustomed to digital communication, often face challenges in communicating with older generations who prefer traditional communication methods.

Generation Z often faces communication challenges with their supervisors and colleagues in large companies. Therefore, the concept of Tat Twam Asi (You and I are One) has proven effective in improving employee relationships and fostering loyalty to the organization. This study shows that implementing Tat Twam Asi can promote positive organizational citizenship behavior, especially among Generation Z. The goal of this research is to deeply explore the roles of Organization Citizenship Behavior, the concept of Tat Twam Asi, and Quality Of Work Life in order to generate recommendations for enhancing job satisfaction among Generation Z. Given that Generation Z is projected to dominate the workforce in the next five to ten years, it is crucial to investigate these aspects. This study is also expected to fill gaps in the literature and provide valuable insights for leaders to make better strategic decisions, such as skill development and training initiatives, flexible work arrangements, supportive work environments, and the implementation of humanitarian values.

Literature Review
Organizational Citizenship Behavior
Organizational Citizenship Behavior refers to an individual's voluntary contributions that go beyond their job requirements in the workplace. Prosocial behavior refers to positive, constructive, and purposeful social behavior aimed at helping others (Charli & Mahzum, 2023).

Gen Z's Performance
Engaging in innovative behavior not only produces real impact but also aligns with one's performance. Someone who has a high level of creativity will have significant consequences for the results of their work. As a person becomes more innovative, his or her performance will increase proportionally. Job happiness significantly improves performance. Someone who experiences job satisfaction will be more likely to achieve optimal performance in their work. There is a direct correlation between a person's level of satisfaction with their work and the growth of their work results. Research findings show that competence, information technology (IT), and innovative behavior have a major influence on job satisfaction. These findings show that IT has advanced capabilities (Eric Hermawan, 2022).

Tat Twam Asi
"Tat Tvam Asi" is a Sanskrit phrase meaning "You are that" or "You are that too". This concept originated from Hindu philosophy and the Upanishads, and highlights the oneness or union between individuals and others or with the whole (Ketut Wiana, 2004).

Quality of Work Life

Quality of Work Life is defined as the effectiveness of the work environment which is reflected in the meaningfulness of organizing and fulfilling individual needs in forming values that support prosperity in the organizational environment (Ardelia & Mas'ud, 2024)

Gen Z's Job Satisfaction

Job satisfaction refers to individuals' comprehensive assessment of their work, which includes factors such as remuneration, work atmosphere, and growth prospects (Spector's, 2022). According to job satisfaction is a pleasant emotion that occurs when individuals are actively involved in their work and feel that their work provides value and satisfaction. According to expert opinion, researchers have determined that job satisfaction is an emotional state experienced by employees that can be pleasant or unpleasant. These emotions are influenced by various factors such as the state of the work environment, type of work, compensation, and relationships with coworkers (Jackman and Oldham, 2022).
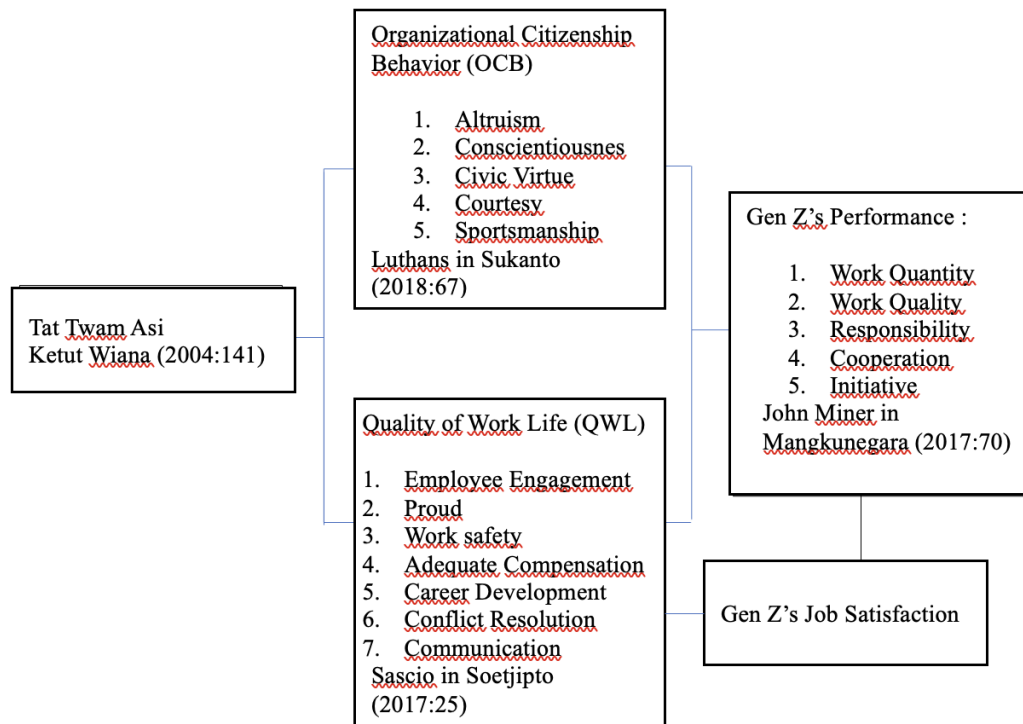

Figure 1 Conceptual Framework

Data and Methodology

"*an inquiry process of understanding a social or human problem based on building a complex, holistic picture, formed with words, reporting detailed views of informants, and conducted in a natural setting*" Qualitative research is a means for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. The process of research involves emerging questions and procedures. data typically collected in the participant's setting. data analysis inductively building from particulars to general themes. and the researcher making interpretations of the meaning of the data. The final written report has a flexible structure. Those who engage in this form of inquiry support a way of looking at research that honors an inductive style, a focus on individual meaning. and the importance of rendering the complexity of a situation (adapted from Creswell. 2007).

Data collection will be carried out at financial companies, namely: BCA, BPD Bali, BRI, and PT. Adira Multi Finance. The research location found that there were Gen Z employees who were able to survive in the company.

Based on Miles and Huberman's interactive model, there are three paths to qualitative data analysis:

1. Data Reduction. Data reduction is a selection process, focusing on the simplification, abstraction, and transformation of raw data emerging from field notes. This process is continuous and includes data summarization, coding, searching for themes, and creating clusters.

2. Data Presentation. Data presentation is the activity of organizing a collection of information to enable conclusions to be drawn and actions to be taken. The form of presenting qualitative data can be in the form of narrative text.

3. Draw conclusions. Efforts to draw conclusions are carried out by researchers during field research work. From the beginning of data collection, the researcher begins to look for the meaning of the object, noting regular patterns (in theoretical notes), explanations, possible configurations, causal chains, and suggestions. In this research, conclusions were drawn after data was collected in the field, obtained through observation, interviews, etc.

Documents obtained from the field. Selection between important and unimportant data produces valid data. Qualitative research faces important problems regarding testing the validity of research results (Bungin, 2010). To obtain valid data, data validation techniques are needed for research purposes, namely by checking the validity of the data through triangulation. The triangulation carried out by researchers is data source triangulation, which is done by examining data obtained from various sources. Data triangulation is deemed necessary because it avoids repetition of questions asked to research subjects to obtain comprehensive and in-depth research results from the data collection techniques used by researchers. (Erawati, 2024)

Result and Discussion

A total of nine principals who were involved in the depth interviews. The researchers started to present the results from identification of Organizational Citizenship Behavior, Implementation of Tat Twam Asi Concept, Quality of Work Life for enchancing Gen Z's Performance.

Code	Description
R1	Respondent of BRI
R2	Respondent of BRI
R3	Respondent of BPD
R4	Respondent of BPD
R5	Respondent of Danamon
R6	Respondent of Danamon
R7	Respondent of Adira
R8	Respondent of CIMB Niaga
R9	Respondent of CIMB Niaga

Table I. Table Informant or Respondent Data

A.   Organizational Citizenship Behavior and its Impact on Gen Z's Performance

Organizational Citizenship Behavior (OCB) is actions carried out by members of an organisation that exceed the formal requirements of their work (Farisi et al., 2024). Gen Z in the work environment tends to help colleagues who are overburdened with work, committed to starting the day with discipline and maintaining the good name of the organization, while still developing skills and participating in additional activities to strengthen togetherness and experience.

"*Willingness to help colleagues whose work is overloaded or excessive because they are accustomed to working together in a team. If individual work has been completed well, Gen Z always goes out into the field to help each other. Because if one is not finished, everything is not finished, so helping outside the job description also broadens the horizons and adds experience to Gen Z itself.*" (R4)

"*Definitely come early because we have morning prayers. Come before 07.15 am, you have to be at the office. Personally, Astungkara has been carried out well before work hours start so that when it's work time I'm ready.*" (R1)

"*Maintaining the good name of the organization, when there is a conflict it can be resolved immediately because there is a sense of family to create a comfortable and enjoyable performance. That's how it should be, even if there is a particular case in the office, we will explain the case as fully as possible, the solution, and maintain the good name of the company to customers who have direct contact with us.*" (R2)

"*Worker certificates are mandatory for all BPD Bali employees. I joined several organizations to get closer to other colleagues.*" (R3)

"*Changes and developments are certain, but I try to carry it out optimally if there are changes to the work system or anything in the future through improving skills.*" (R7)

"While the main work has been completed well, it is very good for the organization if Gen Z is able to work beyond their duties and responsibilities, but occasionally we get together to foster a sense of togetherness" (R2)

Gen Z shows a strong commitment to collaboration and team support, actively helping colleagues who are facing excessive workloads and engaging in activities outside of their main duties to strengthen collaboration. They are also known for their discipline and high commitment, as evidenced by their early arrival to the office to prepare before official working hours begin. Their understanding of the importance of maintaining the organization's reputation is reflected in their efforts to resolve conflicts quickly and maintain positive communications with customers. Additionally, Gen Z is ready to face change by upgrading skills and adapting to new work systems, demonstrating flexibility and readiness to grow.

B. Tat Twam Asi and its Impact on Organizational Citizenship Behavior and Quality of Work Life

A work environment that understands, respects and embraces diversity, including ethnicity, culture, gender and educational background, is very important to provide a sense of acceptance and respect for each individual. Generation Z feels more connected and satisfied with work when they are involved in initiatives that align with core company values such as sustainability and social responsibility. The work culture at Bank BPD Bali integrates local values such as tat twam asi and Tri Hita Karana, which encourage cooperation, care and motivation among employees. The role of seniors is also crucial in guiding and motivating Gen Z, ensuring that they do not feel isolated and get the support they need to adapt and thrive in the workplace.

"Creating a work environment that understands, values, and embraces diversity in all its forms. This includes ethnicity, culture, gender, and educational background. This provides space for every individual to feel accepted and valued." (R1)

"Building awareness of the company's core values, such as sustainability, social responsibility, work ethics and integrity. Involving Generation Z in initiatives based on these values can strengthen their identification with the company and increase job satisfaction." (R2)

"CINTA work culture (Competence, Integrity, Team work, and cusTomer Awareness which is balanced with tat twam asi and tri hita karana in Hindu religious in Bali. Of course by increasing teamwork, a sense of cooperation, a sense of mutual belonging, and helping each other." (R3)

"At Bank BPD Bali, we really uphold the value of tat twam asi and relationships related to Tri Hita Karana. We actually have a work program so we adapt to directions from the center. Like beach cleaning, it is always on the agenda. It is actually carried out and implemented directly every year." "In the marketing field, I usually evaluate every month the stress level of Gen Z, where there are more fresh graduates, by providing motivation and evaluation to make them stronger." (R4)

"From the leadership, mingle as much as possible with the subordinates, so if there are problems, invite them to hang out together so that they can get closer to their subordinates. Oh, it turns out our leaders are not that scary. If we only ordered them, we would keep our distance, that's one form of implementing the tat twam asi." (R7)

"Morning prayer, then there is a briefing from the branch leadership, then there is jodesc which must be improved and evaluating things that are lacking when working. The value of tat twam ASI exists in everyday life but is not stated in writing." (R1)

"From seniors themselves, the role of seniors is very influential on Gen Z's mentality by providing motivation, not discriminating but also not freeing us or always reminding us of SOPs, targets, etc. So Gen Z doesn't feel that I'm new and can't do anything if there's no one there teach us. The role of seniors is to collaborate in work, they need to be supported, help each other, what's new will be helped by seniors with product experience" (R4)

"Incidentally, in my unit, the seniors are often open, willing to guide and teach each other. So, Gen Z, especially me, who is a junior here, is not afraid to take on work, so we understand work related things because we are guided by seniors and they are told that this is wrong, this is right, that's the case. Even in we will also be told about how we behave in the office." (R3)

Creating a culture that values diversity in all its forms including ethnicity, culture, gender, and educational background to ensure every individual feels accepted and valued. Furthermore, engaging Generation Z initiatives that reflect a company's core values, such as sustainability and social responsibility, can strengthen their sense of connectedness to the organization and increase their job satisfaction.

The author also observes that the integration of local values such as Tat Twam Asi and Tri Hita Karana at Bank BPD Bali strengthens cooperation and care among employees, and encourages participation in activities that support the community. The role of seniors is very influential in providing guidance and motivation to Generation Z, ensuring that they feel supported and not isolated. With this approach, the author emphasizes that an inclusive work environment, effective support, and involvement in company values can increase employee satisfaction and performance, as well as promote a positive and productive work culture.

C. Quality Of Work Life and The Impact on Gen Z's Job Satisfaction

Awareness of the surrounding environment and good communication between employees are very important to create a harmonious and productive work life. Employees are expected to be sensitive to pressure experienced by co-workers and try to avoid appearing selfish, while companies are expected to inspire a sense of pride through participation in national activities and providing adequate rewards and welfare benefits. Overcoming generational differences, especially between Gen Z and seniors, requires polite and collaborative communication, with Gen Z often contributing creative ideas and technological expertise. Career development and skills training are also important focuses, with an emphasis on resolving conflicts through open discussions and the active role of superiors in mediation.

"*In my opinion, Every time there is a problem it must be discussed, communication will be smoother if communication is not good between employees, there will definitely be no unity.*" (R7)

"*The Company's role in this matter is to raise our sense of pride as part of BPD Bali by always participating in national level activities or competitions held by the OJK or from BPD associations throughout Indonesia. We continue to make outstanding achievements that can increase our sense of self-confidence and pride, become part of BPD Bali.*" (R4)

"*To realize employee welfare, we are trying to provide rewards for the performance that has been achieved by all colleagues, especially in the field of marketing. We are truly rewarded for targets that have been achieved. And regarding welfare and health, insurance benefits such as BPJS have been immediately provided.*

"*So, to overcome generational differences where Gen Z is much younger than their superiors, first we have to know how to communicate politely with superiors. We can try to express opinions or ideas, where Gen Z has more creative ideas than their seniors. "But we still have to explain the idea in detail and not seem pushy. So because we are still young, we feel that this idea is good for the company and the company should follow us, so it is important for teamwork to collaborate so that communication is smooth to achieve common goals.*" (R4)

"*Our career development role must work well and correctly in order to be recommended for increasing career levels. When it comes to career development, Gen Z is more synonymous with technology, that's how it is to learn current technology. Usually in the office because I'm the most junior and a Gen Z person who Very closely related to technology, we are often asked for help related to technology. "Anyone can take the test, if in this case they are able to pass they have the right to enter the BPD at a higher level. Apart from that, we also look at their performance while working with recommendations from their superiors.*" (R4)

"*To address generational differences, Gen Z should communicate politely with their superiors, clearly presenting ideas. It's crucial to respect work hours and breaks while maintaining professionalism. Effective teamwork and smooth communication are essential for achieving shared goals and integrating creative ideas from younger team members*".(R4)

"*When it comes to career development, Gen Z is more synonymous with technology, that's how it is for studying current technology. Usually in the office, because I'm the most junior and a Gen Z person who is very related to technology, I often get asked for help related to technology.*" (R3) "*Gen Z are creative people so they must continue to be honed and measured with soft skills and hard skills training.*"(R7) "*If there is a conflict, it will be discussed together to reach consensus. The important role of superiors in resolving conflicts.*"(R1)

The importance of sensitivity to colleagues' workload and open communication to prevent the appearance of selfishness and improve work quality. The author also highlights the role of companies in generating a sense of pride and self-confidence through participation in national activities and providing awards and welfare benefits to employees. career development that focuses on skills training and promotion opportunities, as well as the need for open discussions in resolving conflicts with the active role of superiors.

Overall, the authors emphasize that organizational success depends on effective communication, fair rewards, and constructive handling of conflict to support employee development and team alignment.

D. Gen Z's Performance and its Impact on Gen Z's Job Satisfaction

A positive work environment is driven by support for self-expression and development of employee interests, such as sports and creative activities, as well as building the character of integrity, independence and responsibility. Employees are expected to be honest and maintain the confidentiality of customer data, which is an important aspect of preventing fraud. Solid team collaboration and mutual support, as well as personal initiative in achieving company targets, are also the keys to success. Work motivation can be increased through awards given by the company and by doing something that suits personal interests, creating a sense of pride and encouragement to achieve optimal results.

"*Employees are given a place to express their opinions, sports activities, we support those who like basketball or football, dance too. And look for talent. The day is not fixed, it depends on the event*" (R9)

"*So for me, in order to avoid fraud, I try to be honest, don't hide anything during my work because this is crucial when it comes to money. So we have to explain to customers to be frank and not make things up. Apart from that, we also maintain customers' personal data. "So we are given trust to customers to open accounts and so on, we are obliged not to tell anyone*." (R4)

"*Building the character of workers so that they have an attitude of integrity, independence and responsibility*" (R6)

"*In teamwork, my friends are very supportive. If targets are unmet, they help by sharing the workload, and as juniors, we feel motivated to assist and back them up. It's important to understand and respect each other to avoid conflicts and ensure effective collaboration.*" (R7) "*What is clear is that we collaborate together, are open to each other, support each other. That is the most important thing for us* (R9)

"*To meet company targets, we need to take initiative and overcome our laziness, especially if the goals seem too daunting. Motivating factors can include the rewards the company offers and comparing our workload with colleagues, which can inspire us and foster a sense of pride in our work*"(R4) "*The point is, if you work according to your passion, initiative will definitely emerge*" (R9)

The importance of creating a work environment that supports individual expression and the development of employee interests, such as sports and creative activities, as part of the company culture. The author emphasizes that integrity, independence and responsibility are important characters that must be built in employees. Honesty in work and maintaining the confidentiality of customer data are crucial aspects for preventing fraud and building trust. Team collaboration and support between colleagues were also identified as important factors in achieving company targets and improving performance. The author shows that employees' personal initiative and motivation can be strengthened through rewards from the company and work that matches their passions. By creating a supportive and open work atmosphere, as well as providing opportunities to develop personal interests, companies can facilitate employees to work more efficiently and feel more satisfied with their work.

E. The Key Factors to Realize Gen Z's Job Satisfaction

Compensation and workload in the company are generally considered appropriate, with the difference between contract and permanent salaries considered reasonable, and rewards given in line with performance. An emphasis on employees' mental and physical wellbeing through activities such as exercise and stress management training is also seen as important, although some issues such as a lack of appreciation for creativity and challenges remain. Solid team collaboration, support from leadership, and opportunities to develop through KPIs and career paths, also contribute to job satisfaction. However, it is important to avoid a toxic work environment by focusing on support and assistance between coworkers and maintaining good communication. Fair performance appraisals and rewards for achievements beyond targets also play a role in motivating employees and increasing their satisfaction.

"*In my opinion it is appropriate, contract and permanent salaries are different but so far the compensation and workload are appropriate*." (R3)

"*I have attended stress management training, where every Friday there is a sports day, so we do Zumba and gymnastics. Mental health is influenced by co-workers. If our co-workers are having fun, we are comfortable, our mental health is also maintained as long as we can control it. Because i have been to a psychologist experiencing burnout and it turns out that the only one who can help is myself.*" (R3) "*It's very*

influential if the environment, especially team work, has many heads and mindsets, especially if seniors don't respect new employees, we as juniors will automatically feel discriminated against, which will cause stress and mental health will be disturbed, and vice versa." (R4)

"*As for the leadership style, as a team, I, from the savings marketing staff, really try to maintain care for the staff. If we are short of targets, they are asked, if we have excess targets, they are given work that can help other friends. For other divisions, I don't know. but for my division it's okay.*" (R4) "*We have collaboration between teams, there is support, we always listen, we have input on what needs to be improved or added, we are always updated with existing developments.* (R9)

"*We have a KPI (Key Performance Indicator) here. If you meet the requirements for an assessment from HR, you will get a promotion or promotion.*" (R3) "*The way to increase satisfaction is that if you are given a career opportunity, it will automatically be better in the future.*" (R4) "*There is a career path so that employees feel satisfied at work, they are given more rewards or incentives so that employees are happy.*" (R7)

"*The level of task clarity, freedom in doing work, creativity and challenges in tasks can be carried out well by Gen Z*" (R3) "*In my opinion, Gen Z here is free to be creative and can carry out all work tasks well. So far my friends and I have done it well. As far as I know, Gen Z is able to do that with their multitasking abilities.*" (R4)

"*From the role of superiors, the company continues to encourage senior colleagues to carry out their duties according to the job description and not disturb juniors. Because we are asked to focus on our own work, we automatically don't take care of people. This toxic environment arises from feelings of envy which give rise to feelings of dislike "So the boss asked us to focus on targets and help other colleagues.*" (R4) "*In the BPD Badung Branch itself, there is an opportunity to connect with other employees so that work involving other units becomes more connected. If the environment is toxic, we can do our best to avoid that.*" (R3) "*Don't blame each other, support each other, also help each other friends who haven't reached their targets*" (R1) "*Outside of work there are times to eat together, there are always holidays that foster a sense of family like that*" (R2)

"*There's a bonus... If there are employees who are able to provide referrals in the form of funds or credit that are large in accordance with the BPD's own turnover range, the salary will be higher. Likewise, if they exceed the target, the multiplier will be different from those who have not reached the target.*" (R3) "*So if the company carries out fair treatment, we have KPIs that have been adjusted to what we provide to the company. So the rewards are also adjusted.*" (R4) "*For example, if an employee excels, he or she will definitely receive an award which will encourage the employee to strive to achieve better performance.*" (R9)

Several main aspects related to employee satisfaction and well-being at work. First, the author shows that the compensation provided, both for contract and permanent employees, is generally considered fair and in line with workload. In addition, rewards that are appropriate to performance as well as bonuses and incentives for achievements that exceed targets contribute to employee motivation and job satisfaction. mental and physical well-being, with activities such as exercise and stress management training considered helpful in maintaining employee health. However, the authors caution that the work environment must be free from toxicity that can affect mental well-being, especially when seniors do not respect juniors, which can cause stress. Effective collaboration and support from leadership is also considered crucial, with an emphasis on good communication and assistance between colleagues. The author considers that the opportunity to develop through KPIs and a clear career path increases job satisfaction. Overall, the authors emphasize the importance of creating a supportive and fair work environment, with appropriate rewards to increase employee motivation and performance.

Conclusion

The results of this study show that Gen Z's Organizational Citizenship Behavior (OCB) is deeply influenced by their dedication to teamwork, punctuality, and continuous improvement. Their strong commitment to assisting colleagues, preserving the organization's reputation, and engaging in additional activities highlights their proactive approach to contributing beyond their core job responsibilities. They value environments where they can collaborate effectively and adapt to changes, demonstrating a readiness to embrace new challenges and enhance their skills. This collaborative spirit and proactive mindset underscore their potential to drive both personal and organizational growth.

To implement the Tat Twam Asi concept effectively, organizations must focus on fostering an inclusive environment that appreciates diversity and aligns with core values such as sustainability and integrity. By integrating traditional values with modern practices, organizations can enhance teamwork and community engagement, thus strengthening the connection between employees and the company's cultural principles. Leadership and mentorship play a crucial role in this integration, helping to bridge gaps, provide continuous support, and ensure that employees feel valued and understood. This approach not only supports the well-being of Gen Z employees but also aligns with their desire for a values-driven workplace.

For improving Gen Z's performance and job satisfaction, organizations should prioritize fair compensation, clear task definitions, and robust mental health support. Providing career development opportunities and recognizing performance through rewards reinforces their sense of being valued and motivates them to excel. A work environment that promotes creativity, autonomy, and effective teamwork, coupled with a strong focus on respect and understanding, ensures that Gen Z employees remain engaged and productive. By addressing these key factors, organizations can cultivate a supportive and dynamic workplace that meets the needs of Gen Z and drives overall success.

The limitations of this research are still in the scope of the National Company so that the object of future research can be expanded in scope.

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