

**BUKTI KORESPONDENSI**  
**IJAM: INTERNATIONAL JOURNAL OF ADVANCED MULTIDISCIPLINARY**  
**“Fostering Extra-Role Behavior: The Mediating Role of Workplace Happiness in the Relationship Between Inclusive Leadership and OCB among Generation Z employees”**

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Link Publikasi: <https://greenpub.org/IJAM/article/view/1423>

## 1. Submit Artikel ke OJS (28 Oktober 2025)

The screenshot shows the 'International Journal of Advanced Multidisciplinary' submission page. The breadcrumb trail is '1423 / Sulistiasih et al. / Fostering Extra-Role Behavior: The Mediating Role of Workplace Happiness in the Relationship between Inclu'. The page is in the 'Publication' workflow stage, with sub-steps 'Submission', 'Review', 'Copyediting', and 'Production'. The 'Submission Files' section contains a table with the following data:

File ID	File Name	Date	Type
7461	The Influence of Inclusive Leadership on Organizational Citizenship Behavior through Workplace Happine.doc	October 28, 2025	Article Text
7465	IJAM - Sulistiasih.docx	October 29, 2025	Article Text

There is a 'Download All Files' button and a 'Pre-Review Discussions' section with an 'Add discussion' button.

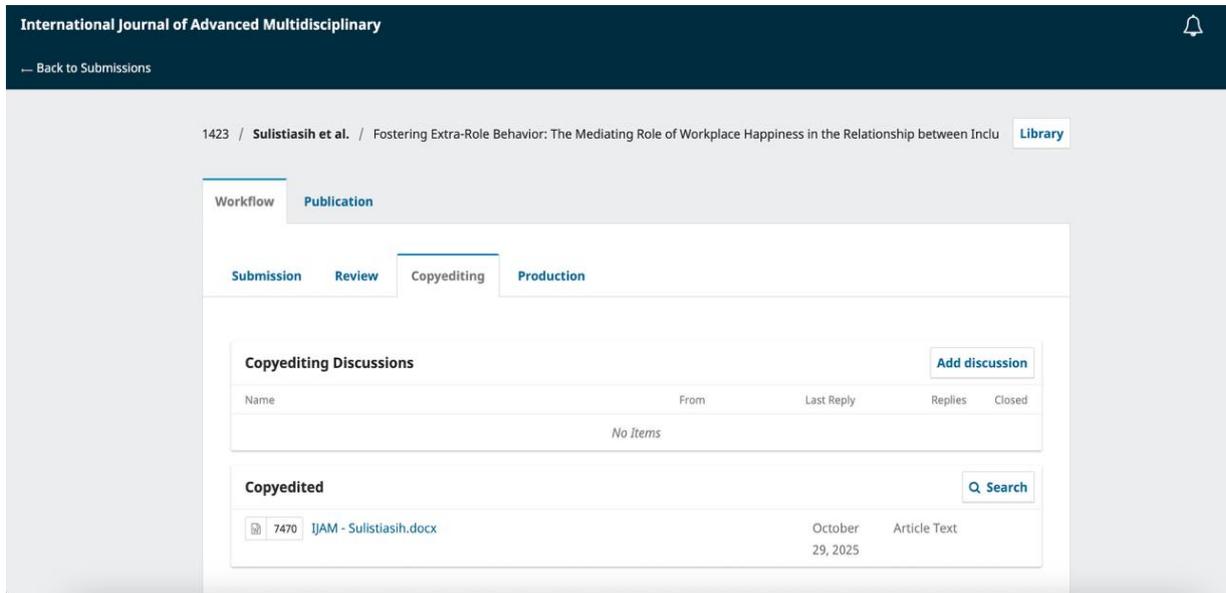
## 2. Proses Peer Review oleh Reviewer (29 Oktober 2025)

The screenshot shows the 'Round 1 Status' section with the message 'Submission accepted.' Below this, there are 'Notifications' from 'IJAM Editor Decision' dated 2025-10-29 08:00 AM. The 'Reviewer's Attachments' section shows two PDF files:

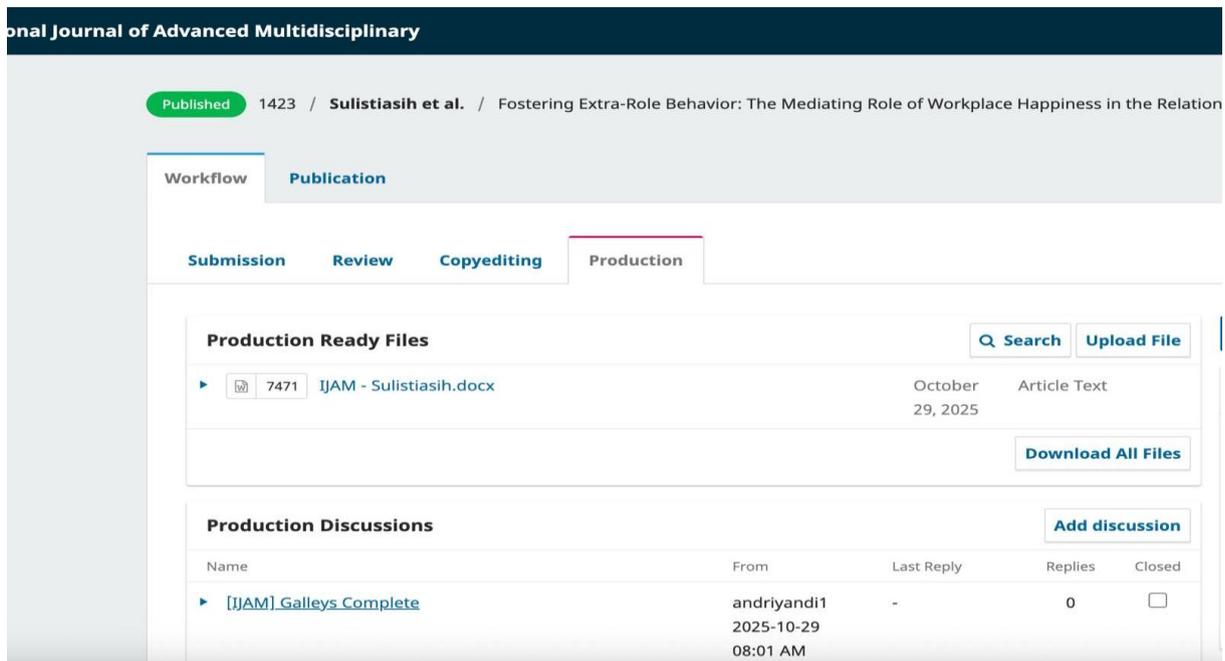
File ID	File Name	Date	Type
7468	IJAM - Sulistiasih Rev 1.pdf	October 29, 2025	Article Text
7469	IJAM - Sulistiasih Rev 2.pdf	October 29, 2025	Article Text

The 'Revisions' section shows a revision with ID 10802, file name 'IJAM--Sulistiasih.docx', dated 'March 9, 2025', and type 'Article Text'.

### 3) Proses Copyediting oleh Copyeditor (29 Oktober 2025)



### 4) Proses Production & Metadata oleh Production Editor (29 Oktober 2025)



## 5) Paper Terbit/ Publish (30 Oktober 2025)

The screenshot shows the article page for "Fostering Extra-Role Behavior: The Mediating Role of Workplace Happiness in the Relationship between Inclusive Leadership and OCB among Generation Z Employees" on the IJAM website. The page includes navigation links (CURRENT, ARCHIVES, ANNOUNCEMENTS, ABOUT), a search bar, and a cover image of the journal. The article title is prominently displayed, along with the authors' names (Sulistiasih and Silvia Nurlaila) and their affiliations (Universitas Bhayangkara Jakarta Raya). A "FULL ARTICLE PDF" button is visible. The publication date is listed as 2025-10-30. The DOI is <https://doi.org/10.38035/ijam.v4i3.1423>. The keywords are: Inclusive Leadership, Workplace Happiness, Organizational Citizenship Behavior (OCB), Generation Z, Industrial and Organizational Psychology. The ISSN is 2829-6192. The page also features a "CALL FOR REVIEWER" button and an "ABSTRACT" section.

## 6) PDF Metadata

The screenshot shows the PDF metadata page for the article. The page includes the journal logo (IJAM: International Journal of Advanced Multidisciplinary) and the article title: "Fostering Extra-Role Behavior: The Mediating Role of Workplace Happiness in the Relationship between Inclusive Leadership and OCB among Generation Z Employees". The authors are Sulistiasih<sup>1</sup> and Silvia Nurlaila<sup>2</sup>. Their affiliations are: <sup>1</sup>Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, [sulistiasih@dsu.bhbjarya.ac.id](mailto:sulistiasih@dsu.bhbjarya.ac.id); <sup>2</sup>Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, [silvianurlaila5@gmail.com](mailto:silvianurlaila5@gmail.com). The corresponding author is [sulistiasih@dsu.bhbjarya.ac.id](mailto:sulistiasih@dsu.bhbjarya.ac.id). The abstract states: "The rise of quiet quitting in the post-pandemic era reflects a decline in voluntary or extra-role behavior across various occupational sectors. Employees, particularly those from Generation Z, have become increasingly selective toward workplaces that foster engagement, psychological well-being, and open leadership. This condition urges organizations to adopt leadership styles that are more participative and employees well-being-oriented. This study aims to analyze the influence of inclusive leadership on organizational citizenship behavior (OCB) through workplace happiness as a mediating variable. The research employed a quantitative approach using a survey method involving 420 Generation Z employees from various service and technology organizations in Indonesia. The instruments used included the Inclusive Leadership Scale, the Workplace Happiness Scale, and the OCB Scale, all of which were adapted to the Indonesian context. Data were analyzed using Structural Equation Modeling (SEM) with a bootstrapping technique of 5,000 samples via JASP version 0.18. The findings indicate that inclusive leadership has a significant positive effect on both workplace happiness ( $\beta = 0.46, p < 0.001$ ) and OCB ( $\beta = 0.38, p < 0.001$ ). Furthermore, workplace happiness partially mediates the relationship between inclusive leadership and OCB. These results highlight the importance of supportive, fair, and diversity-appreciating