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Unveiling the Influence of Perceived Organizational Support on Work Engagement and Organizational Citizenship Behavior

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ABSTRACT

The hospitality industry in Bali has shown significant recovery after the impact of COVID-19. However, the industry is experiencing substantial changes in operations and human resource management strategies, one of which is the importance of employees exhibiting extra-role behaviors. This study explores the relationship between Perceived Organizational Support (POS), work engagement (WE), and organizational citizenship behavior (OCB) in four-star accommodation in Bali, where the results of a study of 130 hotel employees showed that WE mediates the relationship between POS and OCB. POS significantly influenced OCB and WE. The research findings specifically show that POS is very important in promoting OCB. This study uses social exchange theory to emphasize that POS can increase WE and OCB. This suggests that the role of the organization is crucial in ensuring employees feel valued and cared for in terms of their assistance and welfare.

Keywords: organizational citizenship behavior; perceived organizational support; work engagement

INTRODUCTION

The hotel industry is paramount in its role in the economic advancement of a nation by boosting income, creating jobs, developing infrastructure, and promoting culture (Thommandru et al., 2023). The global hospitality industry faces various challenges impacting its operations, sustainability, and growth. The pandemic has caused a drastic decline in travel and tourism, directly affecting hotel occupancy rates. Additionally, the industry is increasingly adopting technology and environmentally friendly practices, i.e., waste management, plastic reduction, and energy efficiency (Adeel et al., 2024; Zizka et al., 2024). To address these challenges, hotels must quickly adapt, adopt new technologies, and innovate their services and operations to remain competitive and relevant in a constantly changing market. Addressing these challenges requires employees who exhibit extra-role behavior, i.e., organizational citizenship behavior (OCB). OCB is deliberate employee behaviors ahead of formal responsibilities and contributes to organizational efficiency.

Further, OCB is also crucial in enhancing the efficiency and excellent service in the hospitality industry (Araslı & Baradarani, 2014; Kasa & Hassan, 2015). By encouraging OCB, hotels can create better guest experiences, increase guest satisfaction and loyalty, and build a strong reputation in the market. When hotel staff goes beyond their primary responsibilities to assist guests, it can significantly enhance guest satisfaction (Hemaloshinee & Nomahaza, 2017; Yeh, 2019). Contented customers tend to return, become loyal, and recommend the hotel to others. Employees who exhibit OCB are often more committed to finding new ways to improve service (Juwita et al., 2023).

The Social Exchange Theory (SET) bestows a valuable outline for grasping how employees make decisions in social linkages based on evaluating benefits and costs (Ahmad et al., 2023; Blau, 1964). Employees tend to exhibit extra-role behaviors (OCB) when they perceive organizational support in various aspects of their work (Alshaabani et al., 2021; Thompson et al., 2020). Similarly, those who realize the organization is providing fairness and other forms of reinforcement, i.e., manager support and better working conditions, are inclined to commit (Gupta et al., 2017; Zheng & Wu, 2018). The implication is that employees will optimally contribute to various organizational activities in the form of OCB. Several researchers have revealed that OCB emerges when employees perceive organizational support (Azizah et al., 2024; Shah & Shinde, 2024; Susanto, 2023) and participate in work (Juwita et al., 2023; Liu et al., 2023).

Research indicates that POS influences on OCB remains inconsistent. Jehanzeb (2020) research on bank employees in Pakistan found an inconsequential linkage between POS and OCB. Similarly, Park & Kim (2024) research on employees working in public sports organizations in South Korea reported that POS did not affect OCB. Additionally, research by Narwastu et al., (2023) on employees at a private university in Surabaya indicated that POS did not significantly impact OCB. These inconsistencies suggest introducing a mediating variable to illuminate the linkage between these variables. Several researchers have noted that work engagement (WE) significantly impacts OCB (Thakre & Mathew, 2020; Zhang & Farndale, 2022). WE can cultivate inclusion and commitment between employees, fostering them to participate more in the organization through their work and behaviors that support coworkers and the work environment. Empirically, this research aims to analyze social exchange theory as rationalized by the interaction of variables in the proposed research model. Additionally, this research seeks to address the research gap on the inconsistent effects of POS on OCB.

The SET presumes that social relations are based on economic and rational principles, where individuals act to maximize benefits and minimize costs. The principles of reciprocity, evaluation of alternatives, relational satisfaction, equity distribution, interdependence, and social norms are essential in determining the dynamics of social linkages. Individuals will act rationally and make decisions based on evaluating rewards and costs from specific interactions. The theory emphasizes that healthy and sustainable linkages involve balanced exchanges, where both parties feel they receive rewards commensurate with their contributions. SET also outlines how and why POS, WE, and OCB are interrelated. Organizational support triggers positive employee responses, enhancing WE and encouraging OCB. Through positive reciprocal linkages, organizations can create productive

and harmonious work environments where employees feel valued and motivated to strive and participate more in the organization's success.

Researchers state that POS can enhance employee motivation, leading to increased OCB. Employees feel indebted to the organization and seek to reciprocate through positive behaviors beyond formal responsibilities (Putri & Kusuma, 2023). Several research highlight the significant influence of POS on OCB (Kao et al., 2023; Park & Kim, 2024; Sumardjo & Supriadi, 2023). POS defines the degree of employees' impression of how the organization regards their assistance and concerns about their welfare. OCB encompasses behaviors beyond formal duties that contribute to organizational effectiveness, i.e., helping coworkers, showing loyalty, and taking initiative. POS is imperative in fostering OCB as employees' sense of being reinforced and appreciated by the organization (Haris et al., 2023). This support makes employees more engaged, satisfied, and motivated to contribute positively to the organization beyond their formal tasks. Therefore, organizations aiming to enhance their employees' OCB should improve POS through supportive and appreciative policies and practices (Alshaabani et al., 2021; Osman et al., 2015). Subsequently, the hypothesis is:

H1. POS positively and significantly influences OCB.

Paredes et al. (2021) state that employees involved in the work tend to demonstrate OCB. WE can create inclusion and a strong commitment to participate through work and behaviors that support coworkers and the work environment (Bakker et al., 2014; Park & Kim, 2024). WE significantly influences OCB. It is a constructive emotional and cognitive situation exemplified by enthusiasm, devotion, and concentration on work. OCB involves behaviors beyond formal duties that help improve organizational effectiveness and efficiency (Kristiani et al., 2019). Employees engaged in their work tend to show high motivation, good social linkages, initiative, creativity, satisfaction, emotional well-being, and the ability to manage stress and conflict. All these factors encourage employees to display OCB, which helps enhance organizational effectiveness and efficiency. Therefore, organizations aiming to increase OCB among employees should focus on strategies and policies that strengthen WE (Ismael & Yesiltas, 2020). Consequently, the hypothesis is:

H2. WE positively and significantly affects OCB.

Bakker et al., (2014) assert that employees with a sense of provision from their organization are inclined to engage in their work. This support creates a positive and conducive work surroundings where employees are appreciated and assured, boosting work commitment (Kurtessis et al., 2017). POS is the point of employees' consideration that the organization regards assistance and concerns toward welfare (Saks, 2019; Soilihin & Agung, 2024). POS is significant in determining numerous features of employee work experience, including WE (Amalia & Setyaningrum, 2024; Park & Kim, 2024). WE is a constructive emotional and cognitive situation marked by enthusiasm, perseverance, and incorporation into work (Niwidadi et al., 2024). Research has indicated that POS considerably affects OCB (Priskila et al., 2021; Ridwan et al., 2020) and WE (Aldabbas et al., 2023; Cole, 2021; Imran et al., 2020). Other researchers demonstrate that WE significantly and positively impacts OCB (Elsayed et al., 2024; Wangchuk et al., 2024). Accordingly, the subsequent hypotheses are proposed:

H3. POS positively and significantly influences WE.

H4. WE mediates the impact of POS on OCB

METHODS

Data was acquired from January 2024 to April 2024 using a survey to obtain information from 200 employees at four-star hotels who confirmed their willingness to complete the questionnaire. The result was 130 usable questionnaires (response rate of 65%) that were complete and valid for analysis. This study designed the questionnaire by adopting research from (Osman et al., 2015; Rhoades & Eisenberger, 2002) for the POS variable, using three indicators. The WE variable was adopted from (Saks, 2019; Schaufeli & Bakker, 2004) using three indicators, and the OCB variable was adopted from (Bakker et al., 2014; Organ, 1988), using five indicators. The collected and validated data were further processed utilizing SEM-PLS with WarpPLS software.

Partial Least Squares (PLS) is a statistical practice that models several latent variable linkages. Before hypothesis testing, the measurement model (outer model) is evaluated. The outer model entails convergent validity (CV) using factor loadings and Average Variance Extracted (AVE), where an AVE value > 0.5 implies a decent CV. Discriminant validity ensures that different constructs do not have excessively high correlations. Construct reliability is evaluated utilizing composite reliability (CR) and Cronbach's Alpha, with values > 0.7 indicating good reliability. Then, the structural model (inner model) is scrutinized by testing path coefficients to assess the significance and intensity of linkages between latent variables by examining p-values. Hypotheses are accepted or considered significant if p-values < 0.005 . R-squared (R^2) measures how the endogenous latent variables are explained by the exogenous latent variables, with higher R^2 values indicating a better model. Predictive relevance (Q^2) is calculated using Stone-Geisser's Q^2 to assess the model's predictive ability, where $Q^2 > 0$ indicates good predictive relevance (Solimun et al., 2017).

RESULTS AND DISCUSSION

Before interpreting the outcomes of the WarpPLS analysis, the model must meet the requirements of the outer models and inner models. Table 1 and Table 2, illustrates the testing of the outer model, comprising CV, discriminant validity, and CR. Subsequently, discriminant validity testing utilizes the Fornell-Larcker criterion (FLC), as depicted in Table 1.

Table 1. Discriminant validity, R^2 , VIFs

No	Variabel	X	Y1	Y2	R2	VIFs
1	POS (X)	0,819			-	1,955
2	WE (Y1)	0,652	0,872		0,480	2,214
3	OCB (Y2)	0,630	0,684	0,806	0,384	2,113

Source: Data processed, 2024

Table 1, indicates that the square root of AVE (diagonal values) exceeds the links of variables in the research model. It demonstrates that the model has decent discriminant validity. Overall, the examination of the outer model (CV, discriminant validity, and CR) has met the required criteria. It indicates that the conceptual validity and reliability testing has fulfilled the requirements. Table 1, also shows that all variables' Variance Inflation Factors (VIFs) values are above 0.1, indicating that the model is free from multicollinearity.

Table 2, explains that the measurement model (outer model) assessment, which includes CV and CR, has met the requirements. CV is assessed based on factor loading values (> 0.6) and AVE (AVE > 0.50) values (Hair et al., 2017). CR is calculated using the CR coefficient (CR > 0.70) and Cronbach's Alpha (CA > 0.6) values (Solimun et al., 2017). Table 2 indicates that the required values have been met. Thus, the model meets the criteria for CV and CR.

Table 2. Convergent, AVE, Composite, and Cronbach's Alpha

No	Indicators	Loading Factors	AVE	Composite Reliabilities	Cronbach's Alpha
	POS (X)		0,670	0,856	0,742
1	X1	0,763			
2	X2	0,733			
3	X3	0,726			
	WE (Y1)		0,760	0,905	0,841
1	Y1.1	0,742			
2	Y1.2	0,621			
3	Y1.3	0,835			
	OCB (Y2)		0,650	0,902	0,862
1	Y2.1	0,807			
2	Y2.2	0,782			
3	Y2.3	0,664			
4	Y2.4	0,748			
5	Y2.5	0,616			

Source: Data processed, 2024

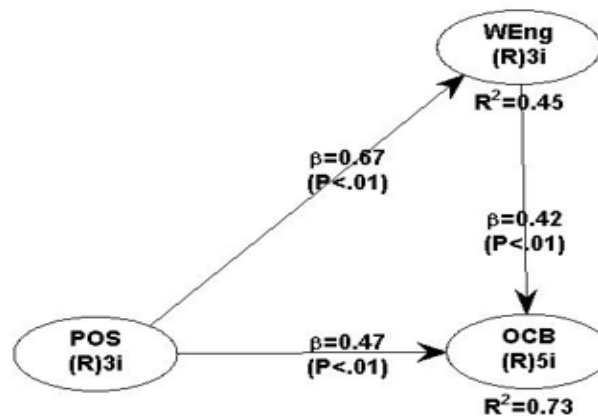
The inner model evaluation calculates the predictive relevance (Q^2) value based on the R^2 values. Additionally, the inner model evaluation is intended to test the proposed hypotheses. The inner model testing can be described as follows. The predictive relevance test using the Q^2 value for the influence between variables resulted in a Q^2 value exceeding 0 ($Q^2 > 0$). It means that the structural model has predictive relevance. The predictive relevance (Q^2) value is attained using the formulation $Q^2 = 1 - (1 - R1^2)(1 - R2^2) = 1 - (0.520)(0.616) = 0.6796$. The calculation result of $Q^2 > 0$ implies that the model has good predictive relevance. It informs that the POS and WE variables can rationalize 67.96% of the variation in the endogenous variable (OCB). The hypothesis testing results are shown in Figure 1 and summarized in Table 3.

Table 3 provides information that all hypotheses (four hypotheses) are accepted. POS positively and significantly affects OCB, with a path coefficient of 0.750 and p-values < 0.001 . POS positively and significantly affects WE, with a path coefficient of 0.671 and p-values < 0.001 . WE positively and significantly affects OCB, with a path coefficient of 0.425 and p-values < 0.001 . Furthermore, WE partially and complementarily mediates the influence of POS on OCB, with a path coefficient of 0.285 and p-values < 0.001 .

Table. 3 Hypothesis Testing

No	Variables	Path, coeff	P- Values	Remarks
H1	POS → OCB	0,750	<0,001	Accepted
H2	POS → WE	0,671	<0,001	Accepted
H3	WE → OCB	0,425	<0,001	Accepted
H4	POS-> WE -> OCB	0,285	<0,001	Accepted

Source: Data processed, 2024

**Figure 1. Full model of Warp-PLS**

Source: Data processed, 2024

POS significantly affects OCB (Kao et al., 2023; Park & Kim, 2024; Sumardjo & Supriadi, 2023). By enhancing the sense of appreciation, commitment, job satisfaction, and well-being, POS encourages employees to be included in extra-role behaviors that advantage the organization. Empirical research consistently shows that high POS increases job satisfaction and motivates employees to contribute more through OCB. Putri & Kusuma, (2023) and Kurtessis et al., (2017) support the notion that POS can reduce work stress and improve employee well-being, which augment their involvement in OCB (Haris et al., 2023).

The findings indicate that WE positively and significantly affects OCB. WE is a constructive psychological situation that features enthusiasm, commitment, and immersion in work (Bakker et al., 2014; Park & Kim, 2024). Employees involved in their work tend to demonstrate higher OCB, which includes voluntary behaviors that go beyond formal duties and contribute to organizational effectiveness (Kristiani et al., 2019). Research shows that WE enhances OCB through tremendous energy and enthusiasm, high satisfaction and commitment, and a supportive work environment (Paredes et al., 2021; Rich et al., 2010). Ismael & Yesiltas, (2020) and Christian et al., (2011) reveal that WE is a robust predictor of OCB, improving individual accomplishment and inventing a more cordial and dynamic work setting (Amalia & Setyaningrum, 2024; Park & Kim, 2024).

Other findings suggest that POS positively and significantly affects WE (Saks, 2019; Soilihin & Agung, 2024). POS enhances employees' appreciation and satisfaction, encouraging them to be more involved and dedicated to work. Further research shows that employees who sense organizational reinforcement significantly increase vigor, enthusiasm,

and commitment. Bakker et al., (2014) and Kurtessis et al., (2017) discover that high POS is tightly associated with increased WE, improving organizational performance and effectiveness. Additionally, employees who feel supported tend to have better well-being, contributing to higher engagement levels in the long term. These findings underscore the importance of organizations providing adequate support to maximize employee potential and achieve strategic goals.

Furthermore, the research results also indicate that WE mediates the influence of POS on OCB (Priskila et al., 2021; Ridwan et al., 2020). Employees who sense reinforcement from the organization tend to showcase increased WE, marked by vigor, perseverance, and captivation in their tasks. High WE can encourage employees to exhibit extra-role behaviors, i.e., aiding coworkers and participating more in organizational effectiveness. (Cole, 2021; Imran et al., 2020; Saks, 2019) show that high POS increases WE and further strengthens employees' drive to engage in OCB. Consequently, WE mediates, linking organizational support with OCB (Elsayed et al., 2024), ensuring employees who feel reinforced and involved tend to participate positively in the organization.

This research has proven to explain Social Exchange Theory (SET) based on the relationships between variables in the conceptual model. POS significantly impacts OCB and WE. Consequently, increasing employees' sense of appreciation, commitment, job satisfaction, and well-being encourages them to participate more in extra-role behaviors that advantage the organization. Empirical research indicates that high POS enhances job satisfaction, reduces stress, and motivates employees to contribute more through OCB. Additionally, WE, characterized by employee enthusiasm and dedication, is a potent mediator, reinforcing the positive influence of POS on OCB. Therefore, managers should focus on strategies to enhance POS and WE to create a productive and harmonious work environment, optimizing employee potential.

CONCLUSION

The research scrutinizes the effect of POS on WE and OCB in the hospitality industry, which has begun to recuperate from the devastating COVID-19 pandemic. The research findings indicate that POS significantly affects OCB and WE. Meanwhile, WE significantly influences OCB. This research provides crucial findings that WE mediates the impact of POS on OCB. It suggests that enhancing the sense of appreciation, commitment, job satisfaction, and well-being inspires employees to be included in extra-role behaviors that benefit the organization. Empirical research shows that high POS increases job satisfaction, reduces stress, and motivates employees to contribute more through OCB. Additionally, employees who feel supported by the organization exhibit high WE, which drives them to display OCB. Therefore, organizations must provide adequate support to maximize employee potential and create a harmonious and productive work environment. This research has limitations because the respondents who filled out the questionnaire were only from the housekeeping department, so the results cannot be generalized to all employees in four-star hotels.

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