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Organizational Support as a Predictor of Organizational Commitment and Their Effects on Organizational Citizenship Behavior in Non-Star Hotels

I Gusti Made Suwandana

Economics and Business Faculty, Udayana University, Denpasar, Indonesia

I Gusti Bagus Honor Satrya

Economics and Business Faculty, Udayana University, Denpasar, Indonesia

I Gede Riana

Economics and Business Faculty, Udayana University, Denpasar, Indonesia

Abstract---This study analyzes the effect of organizational support on organizational commitment and PKO. This research was conducted at two non-star hotels in Sanur which have confirmed their willingness to fill out a questionnaire to be distributed. The questionnaire contains a number of statement items in accordance with the research variables by providing answer choices agree to disagree (using a 5-level Likert scale). The population of this study were all employees of the two non-star hotels as many as 235 employees. Because the pandemic situation is still ongoing, the sample is determined using simple random sampling of 5 multiplied by the number of indicators so that 75 employees are obtained according to the proportion of existing employees. Furthermore, the data were analyzed using Structural Equation Modeling (SEM) analysis techniques and inferential analysis using SmartPLS. While the mediation test uses Variance Accounted For (VAF) to analyze the type of mediation WarpPLS analysis results on the effect of intervariable.

Keywords---organizational citizenship behavior, organizational commitment, organizational support, SmartPLS, Structural Equation Modeling (SEM).

Introduction

The tourism industry, especially hospitality, is the most developed sector in the global economic era (Ma & Qu, 2011; Tang & Tsaor, 2016) and is the top sector providing employment (International Labor Organization, 2010). Its labor-intensive nature has a multiplier effect on employment opportunities in other related industrial sectors. Tsai et al. (2010), emphasized that the hotel industry is one of the important industries in the service industry worldwide. The contribution of the hospitality industry to Indonesia's Gross Domestic Product (GDP) has increased since the last few decades (Purnamasari, 2015). The increasing number of tourist arrivals has demanded employee persistence in providing services (Chiang & Hsieh, 2012). In addition, increasingly fierce competition requires the hotel industry to continue to innovate and develop new ways to increase the number of visitors (Poon & Low, 2005). On the other hand, Arustei & Leon (2013), stated that the efforts made by the hotel sector to improve the quality of work and the quality of human resources are still relatively low.

One of the important factors to improve the quality of work is to build positive attitudes and behaviors in the workplace such as increasing commitment to the organization and organizational citizenship behavior (PKO) (Meyer et al., 2002). Organizational commitment has received attention in various organizational behavior studies because it has a significant impact on behavior in the workplace (Meyer & Allen, 1991). Alimohammadi & Neyshabor (2013), state that organizational commitment is one of the important instruments to change company performance. A number of studies have shown that employees who are highly committed to the organization tend to have a higher PKO (Chênevert et al., 2015; Wong & Wong, 2017). In addition, high employee commitment to the organization is able to grow PKO (Asadi et al., 2014; Zayas-Ortiz et al., 2015). On the other hand, employee commitment to the organization will be created when employees feel the support from the organization (Ahmed & Nawaz, 2015; Islam et al., 2015).

The support from the organization that is felt by employees can at the same time shape the behavior of PKO employees (Afsar & Badir, 2016; Ahmad & Zafar, 2018). Hospitality organizations such as hotels require employees who have high organizational commitment and PKO because the work they do requires the initiative to help each other voluntarily between employees (Yoon et al., 2016). Organizational support is seen as capable of creating organizational commitment (Ahmed & Nawaz, 2015), and subsequently able to increase PKO (Claudia, 2018). When organizational members get support from the organization, they tend to have a high level of loyalty to be involved in the organization and are obliged to provide extra behavior beyond the formal organizational requirements (PKO) (Meyer & Herscovitch, 2001). Based on the described background, this research takes the topic "Organizational support as a predictor of organizational commitment and its effect on organizational citizenship behavior at a four-star hotel in Sanur, Denpasar".

Research Methods

The population of this study were all employees of the two hotels namely the Vila Santi hotel and the Puri Santrian Hotel located in Sanur, Denpasar, Bali. The sampling technique uses a probability sampling technique in which sampling by providing equal opportunities for each member of the population to become a member of the sample. There are 235 employees at the two hotels, 106 employees at Vila Santi and 129 employees at the Santrian hotel taken by the census. Questionnaires were given to all employees at the two hotels with a number of statements in accordance with the research variables used. The questionnaire was prepared using a five-point Likert scale containing statements about the variables used in the study. Questionnaires will be distributed directly to each employee in the form of a list of questions. The basis for selecting the two hotels was because only the two hotels provided confirmation of the eight confirmed hotels to allow this research to be carried out. The analytical technique used in this research is Structural Equation Modeling (SEM) with the WarpPLS method approach. Before interpreting the results, there are requirements for using WarpPLS that must be met, namely the evaluation of the measurement model (outer model) and evaluation of the structural model (inner model).

Result and Discussion

Evaluation of the measurement model (outer model) is used to evaluate the validity and reliability of the constructs in the research model (Raub, 2008). There are four criteria that are often used in the use of the WarpPLS analysis technique, namely convergent validity, discriminant validity, composite reliability, variance inflation factors - VIFs, and Average Variance Extracted - AVE (Organ, 1988).

The convergent validity test in PLS with reflective indicators is assessed based on the loading factor of the indicators that measure the construct (Özduran & Tanova, 2017). The results of the convergent validity test for perceived organizational support, organizational commitment and organizational citizenship behavior are presented in Table 1 that all indicators have an outer loading value of more than 0.70. Apart from being seen from the outer loading value, convergent validity can also be seen from the Average Variance Extracted – AVE value (Table 1).

Table 1
Convergent validity

Indicators	Outer loading	T Statistics	P -Values
M.1 <- ComOr.	0.872	Reflect 0.112	<0.001
M.2 <- ComOr.	0,831	Reflect 0.112	<0.001
M.3 <- ComOr.	0,783	Reflect 0.120	<0.001
X.1.1 <- POS.	0,910	Reflect 0.112	<0.001
X.1.2 <- POS.	0,911	Reflect 0.138	<0.001
X.1.3 <- POS.	0,769	Reflect 0.114	<0.001
X.1.4 <- POS.	0,915	Reflect 0.112	<0.001
X.1.5 <- POS.	0,568	Reflect 0.113	<0.001
X.1.6 <- POS.	0,871	Reflect 0.110	<0.001

X.1.7 <- POS	0,913	Reflect 0.119	<0.001
X.1.8<- POS	0,810	Reflect 0.110	<0.001
Y.1.1 <- OCB	0,877	Reflect 0.114	<0.001
Y.1.2 <- OCB	0,877	Reflect 0.114	<0.001
Y.1.3 <- OCB	0,945	Reflect 0.110	<0.001
Y.1.4 <- OCB.	0,814	Reflect 0.117	<0.001
Y.1.5 <- OCB.	0,645	Reflect 0.127	<0.001

Table 1 shows that all variables, namely perceived organizational support (X), organizational commitment (M), and organizational citizenship behavior (Y) have an AVE value of more than 0.5. Based on the test results (Table 2), it can be concluded that all the variables used in building the research model have met the criteria for good convergent validity (Korkmaz & Arpacı, 2009).

Discriminant validity relates to the principle that measures of different constructs should not be highly correlated (Zheng & Wu, 2018). Discriminant validity occurs when two different instruments that measure two predicted constructs are not correlated or produce scores that are not correlated with each other (Loi et al., 2006; Chuah et al., 2016). Assessing discriminant validity is done by comparing the square root of the Average Variance Extracted (AVE) of each variable with the correlation between variables and other variables in the model. The results of the discriminant validity test are presented in Table 2.

Table 2
Discriminant validity

No	Variable	AVE	Correlation between variables		
			1	2	3
1	perceived organizational support (X)	0.711	0.843	0,517	0,517
2	commitment organizational (M)	0.932	0.838	0.966	0,618
3	organizational citizenship behavior (Y)	0.707	0.517	0.618	0.841

Table 2 explains that the average variance extracted (AVE) root value is greater than the correlation value between variables. These results indicate that all latent variables in the research model have good discriminant validity.

Reliability shows the accuracy, consistency, and accuracy of a measuring instrument in making measurements. The value of composite reliability must be greater than 0.70, although the value of 0.60 is still acceptable. In this study, the reliability test did not use Cronbach's alpha because composite reliability was considered better in estimating the internal consistency of a construct. Construct reliability of the measurement model on reflective indicators can be measured by looking at the value of the composite reliability coefficient and strengthened by the value of Cronbach's alpha. The value of composite reliability and Cronbach's alpha is good if > 0.70. While the value of Variance Inflation Factors (VIFs) shows that the model built is free from multicollinearity (Table 3).

Table 3
Composite Reliability, VIF.s and R-square

Variable	Composite Reliability	Cronbach Alpha (CA)	VIF.s	R-square
Perceived organizational support (X)	0.950	0.937	3.806	-
Commitment organizational (M)	0.976	0.964	4.517	0.755
Organizational citizenship behavior (Y)	0.922	0.892	1.621	0.435

Table 3 shows the value of composite reliability and the value of Cronbach's alpha for all variables greater than 0.7. Thus, the research model can be declared reliable because each construct has met good reliability.

Furthermore, the results of the analysis using WarpPLS are displayed, as shown in Figure 1 below.

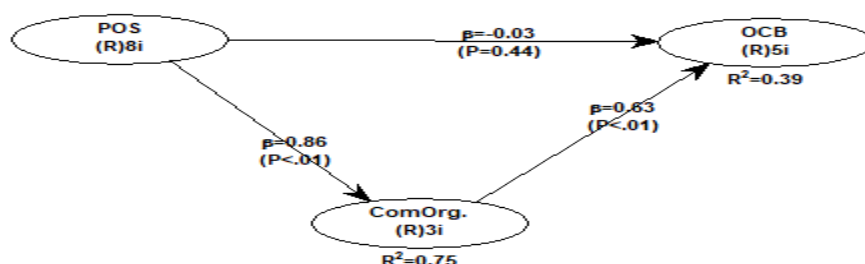


Figure 1. The results of the analysis using WarpPLS

Model fit and quality indices

Average path coefficient (APC)=0.505, $P<0.001$

Average R-squared (ARS)=0.521, $P<0.001$

Average adjusted R-squared (AARS)=0.514, $P<0.001$

Average block VIF (AVIF)=1.751, acceptable if ≤ 5 , ideally ≤ 3.3

Average full collinearity VIF (AFVIF)=2.276, acceptable if ≤ 5 , ideally ≤ 3.3

Tenenhous GoF (GoF)=0.616, small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36

Sympson's paradox ratio (SPR)=1.000, acceptable if ≥ 0.7 , ideally = 1

R-squared contribution ratio (RSCR)=1.000, acceptable if ≥ 0.9 , ideally = 1

Statistical suppression ratio (SSR)=1.000, acceptable if ≥ 0.7

Nonlinear bivariate causality direction ratio (NLBCDR)=1.000, acceptable if ≥ 0.7

The analytical technique in this study is Structural Equation Modeling (SEM) using the WarpPLS 6 program. The analysis results show that the fit and quality index models have met the criteria, namely good, ideal, and acceptable. Furthermore, based on the results of the analysis, the research hypothesis testing is shown in Table 4.

Table 4
Hypotheses test

Relationship Variables	Path coefficient	P- Values	Remarks
POS -> OCB	0.026	0.439	Non Significant
POS -> ComOr.	0.864	< 0.001	Significant

ComOr -> OCB	0.626	< 0.001	Significant
POS -> ComOr -> OCB	0.541	< 0.001	Significant

POS= perceived organizational support: ComOr= commitment organizational:
OCB= organizational citizenship behavior

The results of hypothesis testing using Warp PLS show that of the four hypotheses proposed in this study, one hypothesis is not accepted (rejected). Perceived organizational support has no significant effect on organizational citizenship behavior (path coefficient 0.026 and p-values 0.439). However, perceived organizational support has a positive and significant effect on organizational commitment (path coefficient 0.864 and p-values < 0.001). Organizational commitment has a positive and significant effect on organizational citizenship behavior (path coefficient 0.626 and p-values < 0.001). Furthermore, organizational commitment fully and significantly mediates the effect of perceived organizational support on organizational citizenship behavior (path coefficient 0.541 and p-values < 0.001).

Effect of POS on OCB

There are a number of employee behaviors in the workplace, such as participating in, and having to get work done, as well as extra-role behavior (OCB). Organ (1988) states that OCB is a voluntary behavior that does not directly get a formal reward system reward, but encourages the effective functioning of the organization. OCB involves several behaviors, such as helping coworkers, such as helping and caring for co-workers, being loyal to the company, being responsible, complying with procedures and rules at work, and being willing to sacrifice personal interests (Tang & Tsaur, 2016). OCB also reflects positive prosocial behavior, helps co-workers voluntarily, meaningfully helps and is not directly recognized by the formal reward system (Yoon et al., 2016).

The factors that affect OCB are quite complex and interrelated with one another, including perceived organizational support (POS) and organizational commitment (Atak & Erturgut, 2010). POS demonstrates an organizational belief that values contributions and cares about employee well-being (Eisenberger et al., 1986). POS is an employee's belief that the organization cares, values input, and provides support and assistance. The fundamental aspect of POS is the perception of employees' assessment of contributions and the organization's sense of care about welfare (Islam et al., 2015).

The results of this study inform that POS has no significant effect on OCB. These results provide information that although POS has been implemented by the organization and felt by employees, employees have not actually performed an extra role (OCB). These results are not in line with research (Andriyanti, & Supartha, 2021; Jehanzeb, 2020; Islam et al., 2015), that POS offers many positive behaviors such as extra employee roles, job involvement, desire to withdraw from work, helping coworkers, and organizational citizenship behavior (Murfuatun & Muafi, 2021; Thompson et al., 2020; Jiang-ru, 2010; Miao et al., 2012; Wen & Hou, 2016). The perception of the support provided by the

organization has not been able to significantly increase the OCB of employees in non-star hotels.

The effect of organizational commitment on OCB

Besides POS, extra role behavior can increase when employees have a high commitment to the organization. Organizational commitment is a form of employee loyalty and efforts to always dedicate themselves so as to improve the quality of relationships to produce high levels of OCB (Wong & Wong, 2017). Organizational commitment is a relative strength that can increase employee involvement in the organization (Robbin & Judge, 2007). Organizational commitment shows the psychological attachment felt between employees and the organization that binds employees to the organization.

The results of hypothesis testing the effect of organizational commitment on OCB, show that organizational commitment has a positive and significant effect on OCB (Massoudi et al., 2020). This means that the stronger the employee's organizational commitment, the higher the OCB. The results also inform that employees who have a high commitment to the organization tend to make a positive contribution to the organization in the form of OCB (Purwanto et al., 2021). Research (Howladar, & Rahman, 2021; Wong, 2017), states that employees who are willing to make various efforts for the organization, have pride in the organization, and feel that the workplace is the best to work so that it has an impact on increasing OCB. Furthermore, Zayas-Ortis et al. (2015), stated that feelings of pride from employees, the workplace can inspire, having a feeling of pleasure to work has a significant impact on the desire to help coworkers without being asked, listen to coworkers' complaints, and offer advice to coworkers when needed (Utami et al., 2021). Employees who are committed to the organization show a willingness to comply with company policies and can work consistently so that they tend to show high OCB behavior as indicated by the increased contribution of voluntary behavior, courtesy, social virtue and working with conscience. Furthermore, research (Adnans et al., 2021; Claudia, 2018), found that high organizational commitment can increase organizational citizenship behavior. The opportunity for employees to be able to actualize themselves at work is able to foster organizational commitment so that they can improve organizational citizenship behavior.

Effect of POS on organizational commitment

Commitment means the desire of employees to maintain membership in the organization and are willing to make high efforts for the achievement of organizational goals. OCB is one of the tools for measuring organizational success because although it is abstract, OCB with the concept of helpfulness and friendliness tends not to be recognized in formal rewards, but has only been shown to contribute positively to organizational effectiveness (Podsakoff et al. 2000; Ehrhart, 2004). POS is an employee's perception of how the organization values employee contributions and cares about employee welfare. The high POS can have an impact on various aspects of work behavior in the organization, including employee organizational commitment. This study informs that POS has a significant effect on organizational commitment (Zagenczyk et al., 2020). These

results inform that the perception of an organization that always respects employees, appreciates the extra effort of employees, and cares about employee welfare will make employees always speak positively about the organization, care about the sustainability of the organization, and feel a lot of things that are obtained from the organization (Yogalakshmi, & Suganthi, 2020).

Organizational support felt by employees makes employees reciprocate with organizational commitment (Rhoades et al., 2001; Bishop et al., 2005). According to McBey et al. (2017), the feeling of having organizational support strengthens self-expression such as creative abilities, feelings of competence, autonomous behavior, independence so as to increase employees' sense of belonging to the organization (DeConinck, 2010). POS shows positive employee perceptions about the organization so that it can have implications for increasing employee organizational commitment to the organization (Valaei & Rezaei, 2016). When employees feel high organizational support, employees' emotional attachment to the organization will be higher, thereby increasing employee pride in the organization (Kurtessis et al., 2017).

Mediating role of organizational commitment on the effect of POS with OCB

POS shows good treatment of the organization creating a general obligation based on the norms of reciprocity of employees to care for the organization and treat the organization well in return (Soenanta et al., 2021). Employee obligations will be demonstrated through behavior that supports organizational goals related to mutual support between employees and the organization, employees tend to personify the organization they work for with the actions taken. POS is a response to how much employees feel the organization intends to provide fair compensation for the efforts that have been given to help with work problems, make work more interesting and exciting and provide adequate working conditions (Rinartha & Suryasa, 2017).

The results of this study inform that employees' feelings of support provided by the organization have not been significantly able to increase extra behavior at work. However, POS is able to increase employees' sense of belonging to the organization so that employees have a high commitment to the organization. Employee commitment to the organization as an individual psychological bond to the organization that includes work involvement, loyalty, and a feeling of trust in the values of the organization. Employees who uphold company values, have in common with self-values tend to increase commitment to the organization. Therefore, employees who have a feeling of attachment to the organization are more likely to show OCB behavior because this prosocial behavior is an extra measure outside the formal description of roles or tasks set in the organization.

This study emphasizes the importance of building a sense of pride, caring, and feeling part of the organization because it can increase behavior outside the role. Employee commitment to the organization is important because it is the main determinant in increasing OCB. This study informs that the increase in OCB can only be achieved by increasing organizational commitment. Furthermore, increasing commitment can be done by increasing POS.

Conclusion

Perception of organizational support is an employee's belief that the organization where he works values his contribution and cares about his welfare. Organizations need a high perception of support because it is important to direct employees to positive behavior in the workplace. This study found that the perception of organizational support felt by employees was not significantly able to increase employee extra role behavior (OCB) towards the organization. However, the perception of organizational support is able to make employees more committed to the organization. This informs that organizations that are perceived to value employee contributions tend to be able to create a higher sense of employee pride. Likewise, organizations that are perceived to care about employees, respecting employee welfare can make employees willing to make various positive efforts so as to make optimal contributions to the organization. When employees feel happy and the organization cares, and feel that the workplace is the best, employees tend to take the time to give reciprocal efforts to the organization such as helping coworkers when experiencing difficulties, listening to coworkers' complaints and finding solutions, and various behaviors extra outside the role. This study provides findings of the important mediating role of organizational commitment on the effect of perceived organizational support (POS) on organizational citizenship behavior. This provides information, when organizations want to improve organizational citizenship behavior (OCB), organizations are required to increase commitment to the organization, such as having pride, inspiring, and having feelings of pleasure towards the organization. High commitment can be created by increasing the perception of organizational concern for employees and showing high concern for employees at work (POS).

Suggestion

The findings of this study provide an important role for organizational commitment in improving organizational citizenship behavior. Therefore, organizations, especially management, pay serious attention to factors that can increase employee commitment to the organization. These factors can be described, such as increasing employee pride in the organization, appreciating employee contributions, and paying attention to employee welfare.

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