

Factors affecting organizational citizenship behavior of budget hotel employees in Indonesia: Examining the mediating role of work engagement and affective commitment"

by Jasman Sarifuddin

Submission date: 22-Mar-2024 10:37AM (UTC+0700)

Submission ID: 2327499428

File name: PPM_2024_01_Jufrizen.pdf (436.05K)

Word count: 8379

Character count: 49517

“Factors affecting organizational citizenship behavior of budget hotel employees in Indonesia: Examining the mediating role of work engagement and affective commitment”

AUTHORS

Jufrizen 

Salman Farisi 

Jasman Saripuddin Hasibuan 

Ade Gunawan 


ARTICLE INFO

Jufrizen, Salman Farisi, Jasman Saripuddin Hasibuan and Ade Gunawan (2024). Factors affecting organizational citizenship behavior of budget hotel employees in Indonesia: Examining the mediating role of work engagement and affective commitment. *Problems and Perspectives in Management*, 22(1), 549-561. doi:10.21511/ppm.22(1).2024.44

DOI http://dx.doi.org/10.21511/ppm.22(1).2024.44
RELEASED ON Tuesday, 12 March 2024
RECEIVED ON Tuesday, 19 December 2023
ACCEPTED ON Friday, 23 February 2024

LICENSE

 This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/)

JOURNAL "Problems and Perspectives in Management"
ISSN PRINT 1727-7051
ISSN ONLINE 1810-5467
PUBLISHER LLC "Consulting Publishing Company "Business Perspectives"
FOUNDER LLC "Consulting Publishing Company "Business Perspectives"

		
NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
60	1	7

© The author(s) 2024. This publication is an open access article.



BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Received on: 19th of December, 2023
Accepted on: 23rd of February, 2024
Published on: 12th of March, 2024

© Jufrizen, Salman Farisi, Jasman Saripuddin Hasibuan, Ade Gunawan, 2024

Jufrizen, Dr., Professor, Department of Management, Faculty of Economics and Business, Universitas Muhammadiyah Sumatera Utara [Muhammadiyah University of North Sumatra], Indonesia. (Corresponding author)

Salman Farisi, M.M., Senior Lecturer, Department of Management, Faculty of Economics and Business, Universitas Muhammadiyah Sumatera Utara [Muhammadiyah University of North Sumatra], Indonesia.

Jasman Saripuddin Hasibuan, Senior Lecturer, Department of Management, Faculty of Economics and Business, Universitas Muhammadiyah Sumatera Utara [Muhammadiyah University of North Sumatra], Indonesia.

Ade Gunawan, Dr., Associate Professor, Department of Management, Faculty of Economics and Business, Universitas Muhammadiyah Sumatera Utara [Muhammadiyah University of North Sumatra], Indonesia.



This is an Open Access article distributed under the terms of the Creative Commons Attribution 4.0 International license, which permits unrestricted re-use, distribution, and reproduction in any medium, provided the original work is properly cited.

Conflict of interest statement:

Author(s) reported no conflict of interest

Jufrizen (Indonesia), Salman Farisi (Indonesia), Jasman Saripuddin Hasibuan (Indonesia), Ade Gunawan (Indonesia)

FACTORS AFFECTING ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF BUDGET HOTEL EMPLOYEES IN INDONESIA: EXAMINING THE MEDIATING ROLE OF WORK ENGAGEMENT AND AFFECTIVE COMMITMENT

Abstract

Organizational citizenship behavior pertains to the voluntary actions undertaken by individuals inside an organization to enhance its overall efficacy, especially in the absence of express acknowledgment from the formal incentive system. This study aims to investigate the role of work engagement and affective commitment in mediating the effect of perceived organizational support on organizational citizenship behavior. This quantitative design uses survey methodologies by sending questionnaires to frontline staff in budget hotels in Medan, Indonesia. The sample includes 225 frontline employees with at least a year of experience working in budget hotels in Medan, Indonesia. Data were collected through a Likert scale questionnaire and analyzed using SEM-PLS processed with SmartPLS 4.0 software. The findings suggest a significant relationship between perceived organizational support, work engagement, affective commitment, and organizational citizenship behavior ($p < 0.05$). In addition, the influence of perceived organizational support on work engagement and affective commitment is noteworthy ($p < 0.05$). Organizational citizenship behavior is affected by perceived organizational support through work engagement ($p < 0.05$) and affective commitment ($p < 0.05$). The results have significant ramifications for organizations. Organizations should establish frameworks that foster employee engagement and dedication. In addition, organizations should actively promote and incentivize employees to dedicate their time, exertion, and innovative thoughts for the betterment of their colleagues and the organization.

Keywords

organizational behavior, human resources, SEM-PLS, budget hotels, Indonesia

JEL Classification

D23, L84, O15

INTRODUCTION

In the age of globalization, economic circumstances are ever-evolving, necessitating economic and industrial participants to adjust to the challenges they encounter. Along with globalization and rapid changes in economic conditions, competition has become increasingly fierce in all fields, including the hotel industry. The increasing competition for budget hotels in Medan, Indonesia, requires them to improve their service quality to compete with other hotels. Achieving quality and service excellence will make customers satisfied and loyal. Customer satisfaction and loyalty depend on employee attitudes, performance, and behavior, so companies must improve the quality of their resources to improve service.

In addition to performing their primary duties, qualified employees exhibit organizational citizenship behavior (OCB). For organizations to endure and thrive, their members must exhibit good OCB by participating in diverse constructive behaviors. The evolution of OCB is directly linked to how much an organization prioritizes and takes care of its employees and their contributions. The employees firmly assert that the level of support they receive from the company substantially affects their overall work experience. This belief creates a sense of indebtedness toward the organization, making them feel obligated to repay it. The influence of organizational support on workers' civic behavior is heightened when they possess a strong commitment to their work. Elevated levels of work engagement can also positively influence employee psychology; such individuals will approach their tasks with fervor and enthusiasm, resulting in a perception that time passes very quickly.

Furthermore, the corporation endeavors to enhance employee OCB by focusing on characteristics promoting such behavior, such as organizational commitment. An employee with affective commitment demonstrates consistent dedication by consistently exerting additional efforts, displaying loyalty, and persisting in their job. The prosperity and prestige of a firm are intrinsically linked to the emotional dedication of its personnel.

1. LITERATURE REVIEW AND HYPOTHESES

Organizational citizenship behavior (OCB) refers to the actions undertaken by employees outside of work that contribute to the smooth functioning of the company (Robbins & Judge, 2015). OCB is commonly described as behavior beyond formal duties (additional roles) not directly tied to compensation. In other words, an individual who exhibits OCB does not anticipate compensation in the form of monetary rewards or specific bonuses. OCB mainly pertains to the social conduct of individuals, wherein they go above and beyond their usual duties, such as voluntarily assisting colleagues during breaks or outside of regular working hours (Organ et al., 2006). OCB includes positive behavior carried out voluntarily and generally exceeds normal expectations. It is observed when employees go above and beyond their responsibilities (Özdem, 2012). Organizational citizenship is an action that exceeds expectations in the workplace and contributes to the efficient functioning of the organization (Robbins & Mary, 2010). OCB is defined as a worker's contribution that goes beyond the formal job description and includes a variety of actions, such as supporting others, willingly taking on additional chores, and conforming to workplace regulations and procedures (Luthans, 2016). OCB refers to conduct exhibited by personnel beyond the scope of their assigned duties and routines (Humphrey, 2012). According to Greenberg and Baron (2014), OCB is the term

used to describe the extra (voluntary) efforts made by employees outside their regular duties to advance the firm's goals. Hence, the employee's job description does not specifically include OCB. Nevertheless, this outcome is predictable as it benefits the organization's long-term viability (Organ, 1988). OCB significance is expanding in a global and business environment undergoing rapid change (Liu & Cohen, 2010).

Perceived organizational support measures how much workers believe their company values their well-being and recognizes their contributions (Brotherton, 2006). It is the term used to describe workers' interest in the company's appreciation of their achievements and commitment to their future progress (Robbins & Judge, 2011). Moreover, perceived organizational support refers to the comprehensive convictions held by workers on the degree to which organizations prioritize their welfare and appreciate their efforts (Wang, 2014). It refers to an organization's support for employees' social and emotional well-being, as well as their commitment, loyalty, and hard work (Jain et al., 2013). According to Duffy and Lilly (2013), perceived organizational support represents employees' perceptions of how much the company values their efforts and prioritizes their well-being. As Caesens and Stinglhamber (2014) stated, the concept of organizational support, also known as perceived organizational support, is founded on the social exchange approach. The aim is to clarify the relationship between workers and the company. Workers recognize the assistance they

receive from the company and exhibit a valuable dedication due to this beneficial treatment. The level of employee trust in the support provided by the organization will be impacted by their assessment of their encounters and observations of how the organization treats its employees (Kurtessis et al., 2017).

Employees exhibit their competence in job duties by their degree of involvement. They are fully dedicated to their work and demonstrate their commitment through physical, cognitive, and emotional expression throughout their performance. Employees are required to exert physical effort while performing their tasks. Conversely, the cognitive aspect pertains to the employees' impressions about the company, its executives, and the work environment. The emotional aspect of a company is intricately linked to the sentiments that employees hold toward it, regardless of whether those sentiments are favorable or unfavorable (Kahn, 1990). Additionally, as stated by Saks (2006), employee dedication and enthusiasm for their work and the company's goals are key to the business management concept known as work engagement. Work engagement pertains to employee participation, contentment, and eagerness. Work engagement has been an increasingly popular concept in organizational behavior over the past few years. One of the foremost research organizations has defined organizational citizenship as a strong emotional attachment an employee develops toward their employer, which motivates that individual to dedicate more and more effort to their professional responsibilities (Risher, 2010). The strong correlation between work engagement and company performance makes it a highly desirable concept. Work engagement encompasses a worker's overall mental, physical, and emotional well-being, stemming from their active involvement in their work (Sun & Bunchapattanasakda, 2019). Bakker (2017) states that employees who have work engagement will tend to be productive, have a higher desire to work, and are more sensitive and adaptable to new things. Bakker and Leiter (2010) also emphasize that with work engagement, employees will be happier and enjoy work without pressure or coercion.

Affective commitment highlights the strong emotional connection that workers form with a company. This connection fuels their desire to align themselves with the organization and actively par-

ticipate in its activities. Furthermore, an employee's affective commitment level can significantly influence their dedication and loyalty (Grego-Planer, 2019). Affective commitment is closely tied to individuals' emotional connection with their organization. It encompasses their sense of belonging, identification, and active engagement in the organization's activities (Mercurio, 2015). Affective commitment embodies the deep emotional allegiance, robust sense of identification, and active participation that an employee cultivates within an organization. Employees who establish a deep emotional bond with their employer are more inclined to maintain their employment, driven by their intrinsic motivation to contribute to the organization's goals. Emotional sentiments, intrinsic motivation, and normative commitment are closely tied to affective commitment. It is important to note the impact of feelings of pressure and obligation on employees (Wang et al., 2022). A strong emotional connection between employees and the organization catalyzes heightened enthusiasm, unwavering commitment, and exceptional service performance, culminating in outstanding job outcomes (van Gelderen & Bik, 2016). Affective commitment is also linked to diverse behaviors in the workplace (Tang & Vandenberghe, 2020; Lee et al., 2018). In public companies, employee commitment influences the formulation of OCB (Hanaysha et al., 2022).

A comprehensive examination of the relationship between perceived organizational support and employee engagement, affective commitment, and OCB remains a significant area of research (Alshaabani et al., 2021). Koodamara et al. (2019), Theodorus et al. (2021), and Ivani et al. (2019) state that perceived organizational support influences work engagement. Koodamara et al. (2019) and Srimulyani and Hermanto (2022) state that perceived organizational support influences employee engagement. Jehanzeb (2020), Firmansyah et al. (2022), and Srimulyani and Hermanto (2022) state that perceived organizational support influences OCB. Aodton et al. (2021), Priscilla et al. (2021), and Putri et al. (2021) state that work engagement influences OCB.

The current study delves into the intricate relationship between perceived organizational support and organizational citizenship behavior, ex-

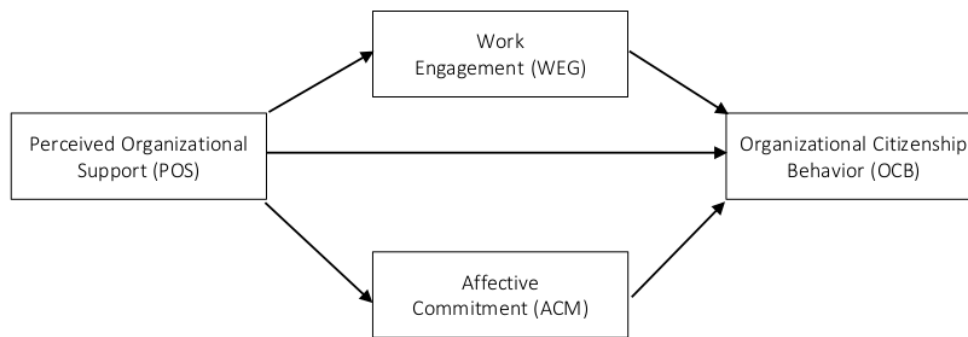


Figure 1. Research framework

examining the mediating roles of work engagement and affective commitment. Figure 1 depicts the research framework. The subsequent hypotheses are deduced from the model:

- H1: *Perceived organizational support can improve work engagement.*
- H2: *Perceived organizational support can improve affective commitment.*
- H3: *Perceived organizational support can improve organizational citizenship behavior.*
- H4: *Work engagement can improve organizational citizenship behavior.*
- H5: *Affective commitment can improve organizational citizenship behavior.*
- H6: *Perceived organizational support can improve organizational citizenship behavior mediated by work engagement.*
- H7: *Perceived organizational support can improve organizational citizenship behavior mediated by affective commitment.*

2. METHODOLOGY

The study was conducted among personnel working at budget hotels in Medan, Indonesia. The surge in affordable hotel options, which fueled heightened competition within the hospitality sector, motivated the choice of this research topic. The survey was conducted online between May and August 2023, targeting both human resource

development staff and respondents familiar with providing information. This is a result of limited time availability. To gather comprehensive data, a survey was administered to 225 individuals, and the collected responses were subsequently distributed to 135 budget hotels in Medan, Indonesia. Out of the 225 surveys, 45 were determined to need to be completed. Additionally, no outlier data, which may have affected the test findings, were identified.

Organizational citizenship behavior was assessed using nine instruments (Huang & You, 2011). Eight instruments developed by Meyer and Allen (1991) evaluated affective commitment. Work engagement was assessed employing the nine-criterion Utrecht Work Engagement Scale (UWES) devised by Schaufeli (2012). Eight criteria outlined by Rhoades and Eisenberger (2002) are used to evaluate perceived organizational support.

A self-administered Likert scale questionnaire was distributed through Google Forms for data collection. A five-point Likert scale was employed to evaluate the variables under consideration, ranging from one (strongly disagree) to five (strongly agree). The partial least squares (PLS) approach was adopted due to its suitability for scenarios involving non-normal data distributions, limited sample sizes, and the exploration of innovative concepts (Hair et al., 2014).

3. RESULTS

Discriminant validity pertains to the distinctiveness of a construct from other constructs, as determined through empirical measures. The cross-

loading value is employed to evaluate discriminant validity by measuring the correlation between each construct and its indicators and with indicators from other constructs within the same group. Discriminant validity is achieved when the relationship between a concept and its related measurements is stronger than the relationship between those measurements and measurements related to different concepts. To assess discriminant validity, it is necessary to consider the cross-loadings and parameters specified in the Fornell-Larcker criterion.

Table 1. Cross-loadings

Indicator	ACM	WEG	OCB	POS
POS1	0.544	0.508	0.556	0.888
POS2	0.554	0.504	0.554	0.916
POS3	0.564	0.505	0.568	0.878
POS4	0.526	0.496	0.555	0.883
POS5	0.528	0.473	0.511	0.843
POS6	0.501	0.422	0.480	0.875
POS7	0.463	0.416	0.475	0.822
POS8	0.476	0.475	0.517	0.722
OCB1	0.672	0.825	0.850	0.524
OCB2	0.794	0.638	0.767	0.459
OCB3	0.673	0.838	0.869	0.526
OCB4	0.753	0.868	0.918	0.592
OCB9	0.760	0.636	0.717	0.484
OCB10	0.763	0.620	0.763	0.411
OCB5	0.755	0.867	0.919	0.594
OCB6	0.738	0.757	0.810	0.509
OCB7	0.728	0.749	0.813	0.499
OCB8	0.751	0.605	0.716	0.430
WEG1	0.675	0.841	0.835	0.521
WEG8	0.677	0.840	0.816	0.523
WEG2	0.697	0.946	0.810	0.515
WEG3	0.686	0.939	0.807	0.503
WEG4	0.677	0.806	0.737	0.424
WEG5	0.630	0.806	0.690	0.411
WEG6	0.672	0.724	0.614	0.385
WEG7	0.678	0.736	0.626	0.397
ACM1	0.784	0.670	0.727	0.527
ACM8	0.791	0.628	0.711	0.472
ACM2	0.789	0.616	0.721	0.523
ACM3	0.811	0.663	0.727	0.473
ACM4	0.791	0.637	0.765	0.438
ACM5	0.799	0.620	0.682	0.410
ACM6	0.844	0.667	0.716	0.535
ACM7	0.780	0.647	0.708	0.507

Note: POS = perceived organizational support; OCB = organizational citizenship behavior; WEG = work engagement; ACM = affective commitment.

Based on Table 1, the cross-loading value is greater than other indicator values. Upon analyzing these assessments, it is evident that each indicator exhibits satisfactory discriminant validity values, demonstrating their distinctness and relevance to the respective constructs. The discriminant validity test was fulfilled and declared valid from the analysis.

The Fornell-Larcker criterion is the second method used to measure discriminant validity. This criterion evaluates each construct's average variance extracted (AVE) and the connection between a specific construct and another construct in the study model. This study considers a scenario where the average variance extracted (AVE) for each construct is greater than the correlation coefficients between constructs, as determined by the Fornell-Larcker criterion.

Table 2. Fornell-Larcker criterion

Variable	ACM	WEG	OCB	POS
ACM	0.799			
WEG	0.806	0.833		
OCB	0.901	0.912	0.817	
POS	0.610	0.558	0.619	0.855

Note: POS = perceived organizational support; OCB = organizational citizenship behavior; WEG = work engagement; ACM = affective commitment.

Table 2 displays the discriminant validity values for each variable assessed by the Fornell-Larcker criterion. This implies that each variable has a higher degree of correlation with itself than it does with other variables. It is critical to take into account the indicators connected with each variable. This confirms that the indicator location for each variable is correct.

Cronbach's alpha assesses the internal consistency reliability of scales comprising several items. The ultimate value must exceed 0.70. Composite reliability is another method for analyzing reliability, a statistical technique employed to validate the true value of variables. This approach necessitates continually surpassing Cronbach's alpha by the reliability value of composite reliability.

Table 3. Instrument reliability

Variable	Cronbach's Alpha	Composite Reliability
ACM	0.919	0.934
WEG	0.936	0.947
OCB	0.944	0.952
POS	0.947	0.956

Note: POS = perceived organizational support; OCB = organizational citizenship behavior; WEG = work engagement; ACM = affective commitment.

According to Table 3, the composite dependency value for affective commitment is 0.934, for work engagement is 0.947, for organizational citizenship behavior is 0.952, and for perceived organizational support is 0.956. Cronbach's alpha for affective commitment is 0.919, for employee engagement is 0.936, for organizational citizenship behavior is 0.944, and for perceived organizational support is 0.947. The composite reliability scores and Cronbach's alpha for all four variables surpassed 0.6, indicating that all factors are reliable and can be regarded as dependable measuring instruments.

Furthermore, the AVE value can be used to evaluate convergent validity. According to Fornell and Larcker (1981), the AVE value must exceed 0.50 to satisfy convergent validity and reliability criteria. Table 4 presents the analytical results for Average Variance Extracted (AVE).

Table 4. Average variance extracted (AVE)

Variable	AVE
ACM	0.638
WEG	0.694
OCB	0.668
POS	0.732

Note: POS = perceived organizational support; OCB = organizational citizenship behavior; WEG = work engagement; ACM = affective commitment.

Table 4 indicates that the dimensions of affective commitment, work engagement, organizational citizenship behavior, and perceived organizational support have an Average Variance Extracted (AVE) value over 0.50. The indicators employed in the study are deemed valid since they have satisfied the criteria for convergent validity.

The *R*-squared test results demonstrate the ability of the endogenous variables in the structural

model to make predictions. The *R*-square value indicates the model's strength, which may be classed as moderate, strong, or weak, with *R*-square values of 0.19, 0.33, and 0.67, respectively (Hair et al., 2021). Table 5 shows the findings of the *R*-square values.

Table 5. *R*-square values

Variable	<i>R</i> -square	Adjusted <i>R</i> -square
ACM	0.372	0.368
WEG	0.311	0.307
OCB	0.913	0.911

Note: POS = perceived organizational support; OCB = organizational citizenship behavior; WEG = work engagement; ACM = affective commitment.

Table 5 demonstrates that work engagement, affective commitment, and perceived organizational support significantly influence organizational citizenship behavior, as indicated by the high *R*-squared value of 0.913. This discovery suggests that variations in work engagement, perceived organizational support, and affective commitment can account for 91.3% of the variability in organizational citizenship behavior values. The correlation between perceived organizational support and work engagement is 0.311, suggesting that changes in perceived organizational support may explain 31.1% of the fluctuations in work engagement values. This indicates that although other factors affect 8.7% of the outcome, the impact of perceived organizational support on work engagement is significant. The correlation between affective commitment and perceived organizational support is statistically significant, as seen by the *R*-square value of 0.372. This indicates that the variance in perceived organizational support can explain 37.2% of the variation in affective commitment, while the remaining 62.8% is attributed to other factors.

The evaluation of hypotheses is assessed using the *p*-value and *T*-statistic. The *T*-statistics value test determines the relationship between variables in a concept (construct). The significance level for the *T*-value employed in this study is 0.005, and it is 1.96. The hypothesis is deemed valid if the *T*-statistic value exceeds 1.96 and the *p*-value is below 0.05 (Di Leo & Sardanelli, 2020).

Table 6. Path coefficient

Path	T-Statistics	P-Values	Decision
POS → WEG	7.751	0.000	Accepted
POS → ACM	8.435	0.000	Accepted
POS → OCB	1.990	0.047	Accepted
WEG → OCB	6.177	0.000	Accepted
ACM → OCB	5.461	0.000	Accepted

Note: POS = perceived organizational support; OCB = organizational citizenship behavior; WEG = work engagement; ACM = affective commitment.

Table 6 shows that perceived organizational support affects work engagement, affective commitment, and organizational citizenship behavior, as indicated by the statistical values ($t = 7.751$, $p = 0.000$; $t = 8.435$, $p = 0.000$; $t = 1.990$, $p = 0.047$). Thus, H1, H2, and H3 are accepted. In addition, work engagement has a strong and positive impact on OCB, as evidenced by the statistically significant result ($t = 6.177$, $p = 0.000$). Therefore, H4 is accepted. In addition, the impact of affective commitment on organizational citizenship behavior was significant and favorable ($t = 5.461$, $p = 0.000$), thereby confirming H5.

Table 7. Indirect effects

Path	T-Statistics	P-Values	Decision
POS → WEG → OCB	4.270	0.000	Accepted
POS → ACM → OCB	4.726	0.000	Accepted

Note: POS = perceived organizational support; OCB = organizational citizenship behavior; WEG = work engagement; ACM = affective commitment.

The analysis presented in Table 7 investigates the mediation effect, demonstrating a statistically significant and positive correlation between perceived organizational support and organizational citizenship behavior when work engagement acts as a mediator ($t = 4.270$, $p = 0.000$). Thus, H6 is accepted. The acceptance of H7 is supported by the impact of perceived organizational support on OCB, which is further explained by affective commitment ($t = 4.726$, $p = 0.000$).

4. DISCUSSION

The first hypothesis testing revealed a statistically significant positive correlation between perceived organizational support and work engagement ($t = 7.751$, $p < 0.05$). This suggests that employees enhance their work engagement when they perceive

their organization as supportive, valuing their contributions, and prioritizing their well-being. Perceived organizational support influences work engagement obtained through the assessment or perception of employees toward their leaders. The assessment or perception made by employees toward their leaders provides an increase in the job resources they feel or receive so that they can balance job demands. This is because perceived organizational support is a job resource that motivates employees to complete their achievements, which leads to job outcomes, namely work engagement (Bonaiuto et al., 2022). This positive impact of perceived organizational support on work engagement is further corroborated by existing research. Caesens and Stinglhamber (2014) found that perceived organizational support positively influences employee engagement, while Imran et al. (2020) demonstrated a significant association between perceived organizational support and employee engagement levels.

The second hypothesis testing revealed a robust and statistically significant positive relationship between perceived organizational support and affective commitment ($t = 8.435$, $p < 0.05$). These findings indicate that perceived organizational support positively influences affective commitment among employees at budget hotels in Medan, Indonesia. Perceived organizational support is the organization's cooperation or support to enable employees to perform their jobs effectively (Astuty & Udin, 2020). When an organization fulfills employees' social and emotional needs, such as the desire for approval, appreciation, and belonging (Tjahjono et al., 2020), employees develop a sense of obligation to reciprocate and demonstrate increased commitment to the organization (Sadaf et al., 2022). Affective commitment, a type of commitment fostered by perceptions of organizational relationships, represents how employees remain with the organization out of personal attachment rather than external pressures or coercion (Sadaf et al., 2022). Affective commitment encourages employees to exceed their standard roles and reduces withdrawal behaviors (Kurtessis et al., 2017). These findings highlight the crucial role of perceived organizational support in shaping employee affective commitment.

The third hypothesis test revealed a statistically significant positive association between perceived

organizational support and organizational citizenship behavior ($t = 1.990, p < 0.05$). The findings demonstrate that perceived organizational support positively enhances organizational citizenship behavior, indicating that employees who perceive fair treatment, support, and appreciation for their work are likelier to engage in organizational citizenship behaviors. In other words, the sense of pride, care, appreciation, attention, consideration of goals, and assistance the company provides will encourage organizational citizenship behavior in employees. Perceived organizational support can increase employee work interest by increasing feelings of suitability and competence. Meanwhile, organizational citizenship behavior owned by employees is a form of reciprocity given to repay the support from the organization that has been received (Pohl et al., 2013). Therefore, the basic components of perceived organizational support, namely valuing work and providing concern for employee welfare, will be able to influence organizational citizenship behavior (Testa et al., 2020). These results align with previous research, such as Jehanzeb (2020), who found a significant positive relationship between perceived organizational support and organizational citizenship behavior, and Firmansyah et al. (2022), who reported a positive correlation between the two constructs. Jain et al. (2013) similarly concluded that employees treated favorably by their organization reciprocate through organizational citizenship behavior. This positive association between perceived organizational support and organizational citizenship behavior has also been established by Jain et al. (2013) and Chiang and Hsieh (2012).

The fourth hypothesis testing revealed a strong and positive relationship between work engagement and organizational citizenship behavior ($t = 6.177, p = 0.000$). This finding suggests that elevated levels of work engagement promote increased organizational citizenship behavior within the organizational context. Conversely, low levels of work engagement may contribute to diminished organizational citizenship behavior. Employees who exhibit high levels of work engagement are more likely to go above and beyond their prescribed job duties and engage in organizational citizenship behavior, demonstrating their commitment to the organization. The ability of employees to join a company depends on the goals the organi-

zation wants to achieve. Employee contribution to the organization will be higher if the organization can provide what employees want. This positive relationship between work engagement and organizational citizenship behavior aligns with previous research findings. For instance, Jufrizen et al. (2023) demonstrated a significant association between work engagement and organizational citizenship behavior.

The fifth hypothesis testing revealed a significant positive relationship between affective commitment and organizational citizenship behavior ($t = 5.461, p < 0.05$). This finding provides strong empirical support for the notion that affective commitment is a robust predictor of prosocial workplace behaviors. The study demonstrated that affective commitment positively and significantly influences organizational citizenship behavior among budget hotel employees in Medan, Indonesia. Affective commitment shows the strong desire of employees to continue working in the company because they want and agree to do so. Employees with a high commitment to the company will always try to participate in every activity to advance the company to be even better, such as doing more work without coercion but only for the company's progress. Affective commitment instills in employees a holistic approach to work, making them less susceptible to the influence of transactional factors (Grego-Planer, 2022). It represents a deep-rooted connection forged through emotional values and affinity. Individuals with high affective commitment exhibit a strong emotional attachment to their organization, prompting them to prioritize their interests proactively (Prayitno et al., 2022). Jufrizen et al. (2023) and Alshaabani et al. (2021) also established a positive correlation between affective commitment and organizational citizenship behavior.

The sixth finding revealed a significant mediating role of work engagement in the relationship between perceived organizational support and organizational citizenship behavior ($t = 4.270, p < 0.05$). This implies that work engagement significantly influences the impact of perceived organizational support on organizational citizenship behavior. Employees with higher levels of work engagement exhibited a stronger tendency to engage in organizational citizenship behavior, demonstrating their

willingness to go beyond their prescribed job duties. Consequently, the research hypothesis is upheld, confirming that work engagement mediates the positive relationship between perceived organizational support and organizational citizenship behavior among budget hotel employees in Medan, Indonesia. These findings provide empirical validation to the theoretical framework supporting the idea that organizational citizenship behavior is influenced by perceived organizational support, with work engagement as a crucial mediating factor. Moreover, the current study aligns with Alshaabani et al. (2021), who also identified work engagement as a mediating factor in the relationship between perceived organizational support and organizational citizenship behavior.

Further analysis revealed that affective commitment serves as a mediating factor in the relationship between perceived organizational support and organizational citizenship behavior ($t = 4.726$, $p < 0.05$). This suggests that when employees see their organization supportive, they are more inclined to form strong emotional connections with the organization, resulting in a higher likelihood of engaging in organizational citizenship behavior. This discovery aligns with prior investigations conducted by Firmansyah et al. (2022), who demonstrated a positive correlation between perceived organizational support and OCB mediated by affective commitment. Affective commitment plays a crucial role in fostering organizational citizen-

ship behavior within an organizational setting. High levels of affective commitment lead employees to feel a sense of belonging and emotional attachment to the organization, motivating them to go beyond their prescribed duties to contribute to their organization's success. This supports the idea that dedicated employees are more inclined to participate in voluntary actions that benefit the firm. The findings of this study contribute to a deeper understanding of the complex interplay between perceived organizational support, affective commitment, and organizational citizenship behavior among budget hotel employees in Medan, Indonesia. The results align with Alshaabani et al. (2021) and Liu (2009), who found that affective commitment indirectly mediates the relationship between perceived organizational support and organizational citizenship behavior.

The findings could assist human resource departments within the budget hotel sector in Indonesia. Furthermore, the discoveries can be useful for forthcoming investigations in this field. This study emphasizes a rise in employees' organizational citizenship behavior that is not only attributed to affective commitment, work engagement, and perceived organizational support but also to many factors. However, it is imperative to continue researching to uncover the root causes and aid human resource managers in enhancing the organizational citizenship behavior of budget hotel employees.

CONCLUSION

This study delves into the influence of perceived organizational support on the organizational citizenship behavior of budget hotel employees in Medan, Indonesia, with particular attention paid to work engagement and affective commitment. This study synthesizes various perspectives and explains the theoretical underpinnings for improving employees' organizational citizenship behavior. The findings revealed that perceived organizational support, work engagement, and affective commitment positively and significantly influence organizational citizenship behavior ($p < 0.05$). Perceived organizational support has a direct influence on work engagement ($p < 0.05$) and affective commitment ($p < 0.05$). Furthermore, the relationship between perceived organizational support and organizational citizenship behavior of budget hotel employees in Medan, Indonesia, was mediated by work engagement and affective commitment ($p < 0.05$). These findings suggest that hospitality companies in Indonesia should implement HR strategies that can increase perceived organizational support, work engagement and affective commitment, as these factors are crucial in driving the increase of organizational citizenship behavior of employees.

This study has determined that job engagement and affective commitment are critical elements that affect the connection between perceived organizational support and organizational citizenship behavior.

Furthermore, work engagement and affective commitment extend their benefits beyond organizational citizenship behavior, potentially enhancing employee loyalty, creativity, productivity, and innovative conduct. These findings underscore the importance for budget hotel human resource managers to prioritize fostering work engagement and affective commitment among their employees, as these qualities directly correlate with organizational citizenship behavior.

Limitations of the current study include its focus on budget hotels in Medan, Indonesia, and its exploration of a single aspect of human resource management: predicting work engagement, affective commitment, and organizational citizenship behavior through perceived organizational support assessment. The distribution of questionnaires was carried out indirectly to respondents through Google Forms, so it could allow respondents to be more honest or more careful in filling out the questionnaire. It is hoped that future researchers can distribute directly to respondents so that there is no bias in the results of data analysis. Future research should investigate the impact of diverse human resource strategies, such as compensation, workplace conditions, organizational culture, and leadership, on employee behavior and organizational outcomes.

AUTHOR CONTRIBUTIONS

Conceptualization: Jufrizen.

Data curation: Salman Farisi.

Formal analysis: Jufrizen.

Investigation: Jufrizen, Salman Farisi, Jasman Saripuddin Hasibuan, Ade Gunawan.

Methodology: Jufrizen, Ade Gunawan.

Project administration: Jasman Saripuddin Hasibuan.

Resources: Salman Farisi.

Software: Ade Gunawan.

Supervision: Jufrizen, Ade Gunawan.

Validation: Jufrizen.

Visualization: Salman Farisi, Jasman Saripuddin Hasibuan.

Writing – original draft: Jufrizen.

Writing – review & editing: Jufrizen, Salman Farisi, Jasman Saripuddin Hasibuan, Ade Gunawan.

REFERENCES

1. Alshaabani, A., Naz, F., Magda, R., & Rudnák, I. (2021). Impact of perceived organizational support on ocb in the time of covid-19 pandemic in hungary: Employee engagement and affective commitment as mediators. *Sustainability*, 13(14), 7800. <https://doi.org/10.3390/su13147800>
2. Aodton, P., Wareewanich, T., & Chankoson, T. (2021). The mediation of work engagement between job satisfaction and organizational citizenship behavior: A study of healthcare sector. *International Journal of Entrepreneurship*, 25(4), 1-11. Retrieved from <https://www.abacademies.org/articles/>
3. Astuty, I., & Udin, U. (2020). The effect of perceived organizational support and transformational leadership on affective commitment and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(10), 401-411. <https://doi.org/10.13106/jafeb.2020.vol7.no10.401>
4. Bakker, A. B. (2017). Strategic and proactive approaches to work engagement. *Organizational Dynamics*, 46(2), 67-75. <https://doi.org/10.1016/j.orgdyn.2017.04.002>
5. Bakker, A. B., & Leiter, M. P. (2010). *Work engagement: A handbook of essential theory and research*. Psychology Press.
6. Bonaiuto, F., Fantinelli, S., Milani, A., Cortini, M., Vitiello, A. C., & Bonaiuto, M. (2022). Perceived organizational support and work engagement: The role of psychosocial variables. *Journal of Workplace Learning*, 34(5), 418-436. <https://doi.org/10.1108/JWL-11-2021-0140>
7. Brotherton, C. (2006). The employment relationship – Examining psychological and contextual perspectives – Edited by Jacqueline A-M. Coyle-Shapiro, Lynn M.

- Shore, M. Susan Taylor and Lois E. Tetrick. *British Journal of Industrial Relations*, 44(4), 801-818. https://doi.org/10.1111/j.1467-8543.2006.00524_6.x
8. Caesens, G., & Stinglhamber, F. (2014). The relationship between perceived organizational support and work engagement: The role of self-efficacy and its outcomes. *European Review of Applied Psychology*, 64(5), 259-267. <https://doi.org/10.1016/j.erap.2014.08.002>
9. Chiang, C. F., & Hsieh, T. S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*, 31(1), 180-190. <https://doi.org/10.1016/j.ijhm.2011.04.011>
10. Di Leo, G., & Sardanelli, F. (2020). Statistical significance: p value, 0.05 threshold, and applications to radiomics – Reasons for a conservative approach. *European Radiology Experimental*, 4(1). <https://doi.org/10.1186/s41747-020-0145-y>
11. Duffy, J. A., & Lilly, J. (2013). Do individual needs moderate the relationships between organizational citizenship behavior, organizational trust and perceived organizational support? *Journal of Behavioral and Applied Management*, 14(3), 185-197. <https://doi.org/10.21818/001c.17930>
12. Firmansyah, A., Junaedi, I. W. R., Kistomo, A., & Azzuhri, M. (2022). The effect of perceived organizational support on organizational citizenship behavior and organizational commitment in public health center during COVID-19 pandemic. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.938815>
13. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50. <https://doi.org/10.2307/3151312>
14. Greenberg, J., & Baron, R. A. (2014). *Behavior in organization*. Prentice Hall.
15. Grego-Planer, D. (2019). The relationship between organizational commitment and organizational citizenship behaviors in the public and private sectors. *Sustainability*, 11(22), 6395. <https://doi.org/10.3390/su11226395>
16. Grego-Planer, D. (2022). The relationship between benevolent leadership and affective commitment from an employee perspective. *PLoS One*, 17(3), e0264142. <https://doi.org/10.1371/journal.pone.0264142>
17. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)*. SAGE Publications.
18. Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial least squares structural equation modeling (PLS-SEM) using R*. Springer. <https://doi.org/10.1007/978-3-030-80519-7>
19. Hanaysha, J. R., Kumar, V. V. A., In'ait, M., & Paramaiah, C. (2022). Direct and indirect effects of servant and ethical leadership styles on employee creativity: Mediating role of organizational citizenship behavior. *Arab Gulf Journal of Scientific Research*, 40(1), 79-98. <https://doi.org/10.1108/AGJSR-04-2022-0033>
20. Huang, C.-C., & You, C.-S. (2011). The three components of organizational commitment on in-role behaviors and organizational citizenship behaviors. *African Journal of Business Management*, 5(28), 11335-11344. Retrieved from https://academicjournals.org/article/article1380554200_Huang%20and%20You.pdf
21. Humphrey, A. (2012). Transformational leadership and organizational citizenship behaviors: The role of organizational identification. *The Psychologist-Manager Journal*, 15(4), 247-268. <https://doi.org/10.1080/10887156.2012.731831>
22. Imran, M. Y., Elahi, N. S., Abid, G., Ashfaq, F., & Ilyas, S. (2020). Impact of perceived organizational support on work engagement: Mediating mechanism of thriving and flourishing. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(3), 82. <https://doi.org/10.3390/JOITMC6030082>
23. Ivani, I., Muchtar, B., & Rasyid, R. (2019). Effect of organizational justice, perceived organizational support and employee engagement to employee organizational citizenship behavior of regional secretariat of West Sumatra Province. *Third International Conference On Economics Education, Economics, Business and Management, Accounting and Entrepreneurship (PICEEBA 2019)* (pp. 757-765). <http://dx.doi.org/10.2991/piceeba-19.2019.83>
24. Jain, A. K., Giga, S. I., & Cooper, C. L. (2013). Perceived organizational support as a moderator in the relationship between organizational stressors and organizational citizenship behaviors. *International Journal of Organizational Analysis*, 21(3), 313-334. <https://doi.org/10.1108/IJOA-Mar-2012-0574>
25. Jehanzeb, K. (2020). Does perceived organizational support and employee development influence organizational citizenship behavior? Perceived organizational support as moderator. *European Journal of Training Development*, 44(6/7), 637-657. <https://doi.org/10.1108/EJTD-02-2020-0032>
26. Jufrizen, J., Farisi, S., Muslih, M., & Sari, M. (2023). Transformational leadership and organizational citizenship behavior: Mediating role of affective commitment and work engagement hotel employees in Indonesia. *Problems and Perspectives in Management*, 21(4), 1-12. [https://doi.org/10.21511/ppm.21\(4\).2023.01](https://doi.org/10.21511/ppm.21(4).2023.01)
27. Jufrizen, J., Khair, H., & Sari, A. P. (2023). Work engagement: Determinants and its effect on organizational citizenship behavior. *Jurnal Manajemen*, 27(2), 254-275. <https://doi.org/10.24912/jim.v27i2.1130>
28. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724. Retrieved from <https://www.jstor.org/stable/256287>

29. Koodamara, N. K., Thomas, B., & Sathish, R. (2019). The effects of perceived organizational support (POS) and perceived organizational justice (POJ) on employee engagement (EE) of Indian employee in information technology. *International Journal of Recent Technology and Engineering*, 8(1C2), 209-215. Retrieved from <https://www.ijrte.org/wp-content/uploads/papers/v8i1C2/A10350581C219.pdf>
30. Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854-1884. <https://doi.org/10.1177/0149206315575554>
31. Lee, Y. H., Woo, B., & Kim, Y. (2018). Transformational leadership and organizational citizenship behavior: Mediating role of affective commitment. *International Journal of Sports Science & Coaching*, 13(3), 373-382. <https://doi.org/10.1177/1747954117725286>
32. Liu, Y. (2009). Perceived organizational support and expatriate organizational citizenship behavior: The mediating role of affective commitment towards the parent company. *Personnel Review*, 38(3), 307-319. <https://doi.org/10.1108/00483480910943359>
33. Liu, Y., & Cohen, A. (2010). Values, commitment, and OCB among Chinese employees. *International Journal of Intercultural Relations*, 34(5), 493-506. <https://doi.org/10.1016/j.ijintrel.2010.05.001>
34. Luthans, F. (2016). *Perilaku organisasi [Organizational Behavior]*. PT. Andi. (In Indonesian).
35. Mercurio, Z. A. (2015). Affective commitment as a core essence of organizational commitment: An integrative literature review. *Human Resource Development Review*, 14(4), 389-414. <https://doi.org/10.1177/1534484315603612>
36. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
37. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
38. Organ, D., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Sage Publication Inc.
39. Ozdem, G. (2012). The relationship between the organizational citizenship behaviors and the organizational and professional commitments of secondary school teachers. *Journal of Global Strategic Management*, 6(2), 47-64. <https://doi.org/10.20460/jgsm.2012615773>
40. Pohl, S., Battistelli, A., & Librecht, J. (2013). The impact of perceived organizational support and job characteristics on nurses' citizenship behaviours. *International Journal of Organization Theory & Behavior*, 16(2), 193-207. <https://doi.org/10.1108/IJOTB-16-02-2013-B002>
41. Prayitno, S., Iqbal, M. A., & Aulia, I. N. (2022). The impact of affective commitment to organizational citizenship behavior on millennial employees in an Indonesian construction company: Work engagement and knowledge sharing as mediators (Studi Kasus Pada PT Hutama Karya). *International Journal of Indonesian Business Review*, 1(1), 70-79. Retrieved from <https://journal.adpebi.com/index.php/ijibr/article/view/243>
42. Priskila, E., Tecolalu, M., Saparso, & Tj, H. W. (2021). The role of employee engagement in mediating perceived organizational support for millennial employee organizational citizenship behavior. *Journal of Sosial Science*, 2(3), 258-265. <https://doi.org/10.46799/jss.v2i3.129>
43. Putri, N. E., Nimran, U., Rahardjo, K., & Wilopo, W. (2021). The impact of organizational culture on employee engagement and organizational citizenship behavior. *Proceedings of the International Conference on Economics, Business, Social, and Humanit*. ICEBSH (2021) (pp. 456-463). <https://doi.org/10.2991/assehr.k.210805.072>
44. Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714. <https://doi.org/10.1037/0021-9010.87.4.698>
45. Risher, H. (2010, July 6). Don't overlook frontline supervisors. *Public Manager*, 39(3), 74-76. Retrieved from <https://www.td.org/magazines/the-public-manager/dont-overlook-frontline-supervisors>
46. Robbins, S. P., & Judge, T. A. (2011). *Organizational behavior* (14th ed.). Prentice Hall.
47. Robbins, S. P., & Judge, T. A. (2015). *Organizational behaviour* (16th ed.). Pearson Education Inc.
48. Robbins, S. P., & Mary, C. (2010). *Manajemen [Management]*. Erlangga. (In Indonesian).
49. Sadaf, M., Mukhtar, U., Nemati, A. R., Yousaf, R., & Javed, W. (2022). Impact of organizational value system, perceived organizational support, and job satisfaction on organizational commitment. *Journal of Entrepreneurship, Management, and Innovation*, 4(1), 71-99. <https://doi.org/10.52633/jemi.v4i1.151>
50. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619. <https://doi.org/10.1108/02683940610690169>
51. Schaufeli, W. B. (2012). Work engagement. What do we know and where do we go? Work engagement in everyday life, business, and academia. *Romanian Journal of Applied Psychology*, 14(1), 3-10. Retrieved from <https://www.wilmarschaufeli.nl/publications/Schaufeli/374.pdf>
52. Srimulyani, V. A., & Hermanto, Y. B. (2022). A analysis of employee engagement as a mediator of the relationship between perceived organizational support, organizational justice, and servant leadership with organizational

- citizenship behavior. *Jurnal Din-
31 ka Manajemen*, 13(2), 202-220.
Retrieved from <https://journal.unnes.ac.id/nju/index.php/jdm/article/view/34511>
53. Sun, L., & Bunchapattanasakda, C. (2019). Employee engagement: A literature review. *International Journal of Human Resource Studies*, 9(1), 63-80. <https://doi.org/10.5296/ijhrs.v9i1.14167>
54. Tang, W. G., & Vandenberghe, C. (2020). Is affective commitment always good? A look at within-person effects on needs satisfaction and emotional exhaustion. *Journal of Vocational Behavior*, 119. <https://doi.org/10.1016/j.jvb.2020.103411>
55. Testa, F., Corsini, F., Gusmerotti, N. M., & Iraldo, F. (2020). Predictors of organizational citizenship behavior in relation to environmental and health & safety issues. *International Journal of Human Resource Management*, 31(13), 1705-1738. <https://doi.org/10.1080/09585192.2017.1423099>
56. Theodorus, I., Purwati, W. D., & Hilmy, M. R. (2021). Effect of perceived organizational support and organizational justice on nurses' work engagement with intermediate factors of organizational trust. *International Journal: JMMR (Jurnal Medicoeticolegal Dan Manajemen Rumah Sakit)*, 10(3), 241-254. Retrieved from <https://jmmr.umy.ac.id/index.php/jmmr/article/view/358/230>
57. Tjahjono, H. K., Puji Rahayu, M. K., & Putra, A. D. (2020). The mediating role of affective commitment on the effect of perceived organizational support and procedural justice on job performance of civil servant. *Journal of Leadership in Organizations*, 2(2), 91-107. <https://doi.org/10.22146/jlo.55371>
58. van Gelderen, B. R., & Bik, L. W. (2016). Affective organizational commitment, work engagement and service performance among police officers. *Policing: International Policing*, 39(1), 206-221. <https://doi.org/10.1108/PIJPSM-10-2015-0123>
59. Wang, X., Guo, Y., & Duan, J. (2022). When does commitment backfire: Linking employee continuance commitment to silence behavior. *European Review of Applied Psychology*, 72(6), 100797. <https://doi.org/10.1016/j.erap.2022.100797>
60. Wang, Z. (2014). Perceived supervisor support and organizational citizenship behavior: The role of organizational commitment. *International Journal of Business and Social Science*, 5(1), 210-214. Retrieved from https://www.ijbssnet.com/journals/Vol_5_No_1_January_2014/23.pdf

Factors affecting organizational citizenship behavior of budget hotel employees in Indonesia: Examining the mediating role of work engagement and affective commitment”

ORIGINALITY REPORT

17%	%	17%	%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Geevarghese ., R J.T Nirmalraj, Hemalatha Seeram, S Veena, Beena James. "Effect of Age on Employees' Loyalty: a Study Among the Executives' of a Large Scale Public Sector Manufacturing Industry Across India", International Journal of Engineering & Technology, 2018 Publication	1%
2	Reto Felix, Xiaojing Sheng, Ai Nhan Ngo. "How political identity and attitudinal spillover matter for consumption of place: Evidence from winter migrants in the United States", Journal of Consumer Behaviour, 2022 Publication	1%
3	Sabine Pohl, Adalgisa Battistelli, Julien Librecht. "The impact of perceived organizational support and job characteristics on nurses' organizational citizenship	1%

behaviours", International Journal of Organization Theory & Behavior, 2013

Publication

4

Sabine Pohl, Adalgisa Battistelli, Abdel Djediat, Marie Andela. "Emotional support at work: a key component for nurses' work engagement, their quality of care and their organizational citizenship behaviour", International Journal of Africa Nursing Sciences, 2022

Publication

<1 %

5

Christina G.L. Nerstad, Rosalind Searle, Matej Černe, Anders Dysvik, Miha Škerlavaj, Ronny Scherer. "Perceived mastery climate, felt trust, and knowledge sharing", Journal of Organizational Behavior, 2018

Publication

<1 %

6

Kazeem Olanrewaju Ogunsola, Rodrique Ancelot Harvey Fontaine, Mohammad Tahir Jan. "Impact of surface acting and deep acting techniques on teachers' organizational commitment", PSU Research Review, 2020

Publication

<1 %

7

Dodi Wijaya, Iis Rahmawati, Nurfika Asmaningrum, Kholid Rosyidi Muhammad Nur. "Model Hospital Company Image Pride-Based Organizational Behavior", Jurnal Aisyah : Jurnal Ilmu Kesehatan, 2023

Publication

<1 %

8

Syamsidah Syamsidah, Hillman Wirawan, Rudi Salam. "Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia", *Gender in Management: An International Journal*, 2023

Publication

<1 %

9

Zuhri Halim, Ngurah Pandji Mertha Agung Durya, Kraugusteeliana Kraugusteeliana, Suherlan Suherlan, Ayu Latifah Alfisyahrin. "Ethics-Based Leadership in Managing Information Security and Data Privacy", *Jurnal Minfo Polgan*, 2023

Publication

<1 %

10

Afshan Jabeen, Muhammad Safdar Luqman, Syed Zia-ul-Islam, Muhammad Asghar Khan, Mehhwish Manzoor. "DEMOGRAPHIC PREDICTION TOWARDS LEADERSHIP AND TEACHERS' COMMITMENT AND MOTIVATION IN THE EDUCATIONAL SECTOR", *Humanities & Social Sciences Reviews*, 2021

Publication

<1 %

11

Namrata Sandhu, Sandhir Sharma. "Drivers of Employee Engagement in the Banking Industry", *International Journal of Project Management and Productivity Assessment*, 2022

Publication

<1 %

12

Andrea Duncan, Katie N. Dainty, Maritt Kirst, Vicky Stergiopoulos, Walter P. Wodchis.

"Service Needs of Clients Before and After Short Term Community Mental Health Case Management", *Community Mental Health Journal*, 2022

Publication

<1 %

13

Soegeng Wahyoedi, Hery Winoto Tj, Guntur Novizal. "Peran Organizational Citizenship Behavior dalam Memediasi Pengaruh Kompetensi dan Budaya Organisasi terhadap Kinerja Karyawan", *Journal of Management and Bussines (JOMB)*, 2022

Publication

<1 %

14

Chunyu Zhang, Liping Liu. "Exploring the role of employability: the relationship between health-promoting leadership, workplace relational civility and employee engagement", *Management Decision*, 2023

Publication

<1 %

15

Francesco Testa, Niccolò Todaro, Natalia Marzia Gusmerotti, Marco Frey. "Embedding corporate sustainability: An empirical analysis of the antecedents of organization citizenship behavior", *Corporate Social Responsibility and Environmental Management*, 2019

Publication

<1 %

16

Mateja Kalan, Jana Suklan. "chapter 15 Internal Workplace Mediation Benefits of Medium-Sized Enterprises", IGI Global, 2019

Publication

<1 %

17

Mingean Park, Byung-Ho Lee. "Do public service motivation and organizational processes influence job satisfaction and organizational commitment? A comparative study in public and private organizations", Chinese Public Administration Review, 2023

Publication

<1 %

18

Binay Tudu, Saumya Singh. "Conceptualizing the moderating effects between work from home and individual performance – Developing a conceptual framework using the self-determination theory", Current Psychology, 2022

Publication

<1 %

19

Ikmal Malik, Rudzi Munap. "Chapter 11 Role of Leadership Style as a Mediator on the Relationship Between Workplace Conditions on Job Stress Among Hotel Administrative Staff in Klang Valley", Springer Science and Business Media LLC, 2023

Publication

<1 %

20

Ingrid L. Potgieter. "Chapter 9 Personal Attributes Framework for Talent Retention",

<1 %

21

Kiminori Odagami, Tomohisa Nagata, Hisashi Eguchi, Akiomi Inoue, Kosuke Mafune, Koji Mori. "Reliability and Validity of the Japanese Version of the Survey of Perceived Organizational Support", Cold Spring Harbor Laboratory, 2023

Publication

<1 %

22

Na Li, Lichuan Zhang, Xuejing Li, Qian Lu. "The influence of operating room nurses' job stress on burnout and organizational commitment: The moderating effect of over-commitment", Journal of Advanced Nursing, 2020

Publication

<1 %

23

Yuanqin Ge, Xiaomeng Sun. "The relationship of employees' strengths use and innovation: Work engagement as a mediator", Social Behavior and Personality: an international journal, 2020

Publication

<1 %

24

Muhammad Usman, Moazzam Ali, Farooq Mughal, Peter Agyemang-Mintah. "Policy Alienation and Street-level Bureaucrats' Psychological Wellbeing: The Mediating Role

<1 %

25

Chris Brotherton. "The Employment Relationship ? Examining Psychological and Contextual Perspectives ? Edited by Jacqueline A-M. Coyle-Shapiro, Lynn M. Shore, M. Susan Taylor and Lois E. Tetrick", British Journal of Industrial Relations, 12/2006

Publication

<1 %

26

Kujtim Hameli, Güven Ordun. "The mediating role of self-efficacy in the relationship between emotional intelligence and organizational commitment", European Journal of Management Studies, 2022

Publication

<1 %

27

Durga Bhusal, Keshab Prasad Adhikari, Hom Nath Chalise. "UCLA Loneliness Scale in Nepal", Butwal Campus Journal, 2023

Publication

<1 %

28

Erli Liu, jiatao Huang. "Occupational self-efficacy, organizational commitment, and work engagement", Social Behavior and Personality: an international journal, 2019

Publication

<1 %

29

Chien-Yu Chen. "Does work engagement mediate the influence of job resourcefulness

<1 %

30

Lynn Godkin. "Mid-Management, Employee Engagement, and the Generation of Reliable Sustainable Corporate Social Responsibility", Journal of Business Ethics, 2014

Publication

31

Ari Tri Wijayanti, Caswita Caswita, Sugeng Sutiarto. "Pengembangan Lembar Kerja Peserta Didik (LKPD) Berbasis Masalah pada Pemecahan Konsep Matematis Siswa", ARITHMETIC: Academic Journal of Math, 2019

Publication

32

James Aditchere, Rebecca Angmortey. "The Roles of Relational Leadership and Employee Satisfaction in the Linkage Between Social Capital and Employee Turnover: A Moderated-Mediation Analysis.", SAGE Publications, 2024

Publication

33

ESTHER ISABEL FLORES VILCARANO, VICTOR ALFONSO LANDEO JULCARIMA, WILD FRANZ CERRON LEÓN, ISRAEL ROBERT PARIAJULCA FERNÁNDEZ. "Environmental awareness in Peruvian companies: the case of Interbank, Backus and Alicorp 2021 Conciencia ambiental en las empresas peruanas: el caso

<1 %

<1 %

<1 %

<1 %

de Interbank, Backus y Alicorp 2021",
Research Square Platform LLC, 2023

Publication

34

Heiko Breitsohl, Nathalie Ehrig. "Commitment through Employee Volunteering: Accounting for the Motives of Inter-Organisational Volunteers", Applied Psychology, 2017

Publication

<1 %

35

"Organisasjon og ledelse ", Gyldendal Norsk Forlag AS

Publication

<1 %

36

Suthinee Rurkkhum, Kenneth R. Bartlett. "The relationship between employee engagement and organizational citizenship behaviour in Thailand", Human Resource Development International, 2012

Publication

<1 %

37

Ajay Jatana. "WITHDRAWN: Green Leadership and Environmental Policies Support", Research Square Platform LLC, 2023

Publication

<1 %

38

Matthew Xerri. "Workplace relationships and the innovative behaviour of nursing employees: a social exchange perspective", Asia Pacific Journal of Human Resources, 2013

Publication

<1 %

39

Wefald, A. J., R. J. Reichard, and S. A. Serrano. "Fitting Engagement Into a Nomological Network: The Relationship of Engagement to Leadership and Personality", *Journal of Leadership & Organizational Studies*, 2011.

Publication

<1 %

40

Manjiri Kunte, Parisa Rungruang. "Timeline of engagement research and future research directions", *Management Research Review*, 2018

Publication

<1 %

41

Nourhan Ah. Saad, Sara Elgazzar, Sonja Mlaker Kac. "Investigating the Impact of Resilience, Responsiveness, and Quality on Customer Loyalty of MSMEs: Empirical Evidence", *Sustainability*, 2022

Publication

<1 %

42

Sahat Maruli Tua Situmeang. "Optimizing The Role of The Consumer Dispute Resolution Agency (BPSK) Through The Reformulation of Government Regulation No. 80 Of 2019 Concerning Trade Through Electronic Systems in The Order of Making Legal Sure", *Jurnal Dinamika Hukum*, 2020

Publication

<1 %

43

Talat Islam, Mubbsher Munawar Khan, Fauzia Naheed Khawaja, Zulfqar Ahmad. "Nurses' reciprocation of perceived organizational

<1 %

support: the moderating role of psychological contract breach", International Journal of Human Rights in Healthcare, 2017

Publication

44

Xiaotian Wang, Yudong Guo, Jinyun Duan. "When does commitment backfire: Linking employee continuance commitment to silence behavior", European Review of Applied Psychology, 2022

Publication

<1 %

45

Pria Premos, Zulfina Adriani. "KINERJA ORGANISASI DIDUKUNG OLEH EPEMIMPINAN SPIRITUAL (SPIRITUAL LEADERSHIP) MELALUI KETERIKATAN KARYAWAN (EMPLOYEE ENGAGEMENT) (STUDI KASUS PADA SATUAN BRIMOB POLDA JAMBI)", Jurnal Manajemen Terapan dan Keuangan, 2022

Publication

<1 %

46

Rahma Nengsi. "Faktor-Faktor yang Mempengaruhi Nilai Perusahaan Manufaktur di Indonesia", Reslaj : Religion Education Social Laa Roiba Journal, 2023

Publication

<1 %

47

Vishal Gupta, Shailendra Singh. "Empirical Evaluation of Dimensionality of Organizational Citizenship Behavior for Indian

<1 %

48

Ishfaq Ahmed, Muhammad Musarrat Nawaz.
"Antecedents and outcomes of perceived
organizational support: a literature survey
approach", Journal of Management
Development, 2015

Publication

<1 %

49

Junesoo Lee, Jongwoo Chung, Booyuel Kim.
"Leaders need to be led: complementary
followership in the context of community-
driven development program", Asia Pacific
Journal of Public Administration, 2023

Publication

<1 %

50

Saeid Shahhosseini, Changiz Rahimi Taqanaki,
Noorullah Mohammadi, Abdolaziz Aflakseir.
"Parental Bonding in the Developmental
Period and Pathological Narcissism
Phenotypes: The Mediating Role of
Attachment Anxiety and Shame", Research
Square Platform LLC, 2023

Publication

<1 %

51

哲也 青木. "顧客対応の可視性とカスタマー・エ
ンゲージメント管理", 組織科学, 2021

Publication

<1 %

52

Ahmed Ateeq, Zahida Abro, Marwan Milhem,
Mohammed Alzoraiki. "Chapter 30 Work

<1 %

Stress and Organizational Commitment: A Case Study of Al Wisam International School in the Kingdom of Bahrain", Springer Science and Business Media LLC, 2024

Publication

53

Geetha Jose, Nimmi P.M., Vijay Kuriakose. "HRM practices and employee engagement: role of personal resources- a study among nurses", International Journal of Productivity and Performance Management, 2022

Publication

<1 %

54

Karmen Dezmar-Krainz. "Enhancing wellbeing of employees through corporate social responsibility context", Megatrend revija, 2015

Publication

<1 %

55

Mark Kasa, Chong Jia Xin, Sherrymina Kichin, Kashif Hussain. "PERSONALITY AND TURNOVER INTENTION AMONG HOTEL EMPLOYEES IN SARAWAK: ROLE OF FLOW AS MEDIATOR", Humanities & Social Sciences Reviews, 2019

Publication

<1 %

56

Saad Darwish, Vannie Nadoo, Umair Ahmed. "Chapter 26 Innovation and Creativity an Important Ingredient in the Future Growth and Sustainability of SMEs", Springer Science and Business Media LLC, 2024

Publication

<1 %

-
- 57 Suwinto Johan, Luo Yuan Yuan. "What Does Financial Institution Termination of Employment Mean in Terms of Labor Law?", *Volksgeist: Jurnal Ilmu Hukum dan Konstitusi*, 2023
Publication <1 %
-
- 58 Zhang Rui. "Study on the Influence of Perceived Organizational Support and Inter-organizational Trust on Organizational Citizenship Behaviors in Technology Alliances", 2011 International Conference on Information Management, Innovation Management and Industrial Engineering, 2011
Publication <1 %
-
- 59 Elienay Eiko Rodrigues Umekawa. "Preditores de satisfação do teletrabalhador", Universidade de Sao Paulo, Agencia USP de Gestao da Informacao Academica (AGUIA), 2022
Publication <1 %
-
- 60 Emily L Marczak, Robert Yawson. "Understanding the Theories and Interventions of Motivation in Organization Development", SAGE Publications, 2021
Publication <1 %
-
- 61 Alfitri Alfitri, Ridhah Taqwa, Mumahammad Nur Budiyo, Abdul Nadjib, Anang Dwi <1 %

Santoso. "Uniting communities: harnessing social capital for community resilience during coronavirus disease 2019", International Journal of Public Health Science (IJPHS), 2024

Publication

62

Godfred Yaw Koi-Akrofi, David Aboagye-Darko, Ebenezer Gaisie, Frank Banaseka. "IT project success in perspective: systematic literature review analysis founded on the ADO, TCM and the PSALAR frameworks", Management Review Quarterly, 2023

Publication

<1 %

63

Lai Wan Hooi, Ai Joo Chan. "Innovative culture and rewards-recognition matter in linking transformational leadership to workplace digitalisation?", Leadership & Organization Development Journal, 2022

Publication

<1 %

64

Zhi Li, Fangmei Lu, Gang He. "The double-edged sword of personality in shaping craftsmanship spirit: an investigation of conscientiousness and openness to experience", Frontiers in Psychology, 2024

Publication

<1 %

Exclude quotes Off

Exclude matches Off

Exclude bibliography Off

