# THE ROLE OF PERCEIVED ORGANISATIONAL SUPPORT AND EMPOWERMENT ON ORGANIZATIONAL COMMITMENTS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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**Abstract**

This research aims to consider the roles of perceived organizational support and empowerment on organizational commitment and organizational citizenship behavior (OCB) in the context of star hotels in the City of Deposer. The unit of analysis of the study is hotel employees as respondents. This study is a survey of 198 respondents, by using PLS to connect constructs perceived organizational support, empowerment, organizational commitment, and OCB. The results showed that there are significant relationships of perceived organizational support on OCB, empowerment on OCB, perceived organizational support for organizational commitment, empowerment on organizational commitment, and organizational commitment to OCB. This study also found the mediating effect of organizational commitment on the relationship between perceived organizational support and OCB, and the role of mediating organizational commitment on the relationship between empowerment and OCB. The implications of these findings indicate that human resource management plans must be made explicit and shared among all employees. Senior owners and managers must positively embrace the philosophy of human resource management and willingness to take risks to achieve organizational goals. This research is the first study to consider the relevance of perceived organizational support, empowerment, organizational commitment, and OCB.

**Keywords:** perceived organizational support, empowerment, organizational commitment, and organizational citizenship behavior.

## 1. INTRODUCTION

The current era of globalization, advances in information technology, and the intense competition for constructing organizational citizenship behavior (OCB) have become interesting topics for managers and consultants in the hospitality industry (Yoon et al., 2016). Strategies and behaviors that allow employees the freedom to act that are not part of their formal work, however they are able to contribute to the social and psychological work environment is called Organizational Citizenship Behavior (Ozduran and Tan ova, 2017). OCB is important for improving employee performance (Ma and Qu, 2011). This is the reason why OCB is important to maintain. Management studies show that OCB is influenced by perceived organizational support, empowerment, and organizational commitment (Ahmed and Nawaz, 2015; Chiang and Hsieh, 2012; Claudia, 2018). OCB is influenced by perceived organizational support (Ahmed and Nawaz, 2015). The concept of OCB cannot be separated from the concept of organizational

support given to employees. Win et al. (2016) stated that perceived organizational support refers to staff perceptions that have an effect on how organizations care about their contributions and how organizations focus on their sense of well-being. When employees feel that they get support from organizations such as respect, caring, and recognition, they get inspiration and encouragement to commit to work wholeheartedly. It can be said that perceived organizational support creates organizational commitment (Ahmed and Nawaz, 2015) and further increases OCB (Claudia, 2018). However, the results of the Cho and Tread way (2011) study found no significant relationship of perceived organizational support with OCB. Strong perceived organizational support does not always result in high OCB. Thus, these conflicting findings require further research and are the objectives of this study. Another factor considered to encourage attitudes and behavior of each member of the organization regarding extra behavior (OCB) is empowerment (Chiang and Hsieh, 2012). Empowerment reflects perceptions related to the level of individual strength that is felt internally, which is able to increase inspiration, motivation, autonomy to make decisions without consulting supervisors, employee involvement initiatives, so that organizational dynamics starts from subordinate level (Humborstad and Perry, 2011).

Empowerment is important in the hospitality industry (Chiang and Jang, 2008). According to Kuo et al. (2010), empowerment is a behavior that gives employees the opportunity to participate in making decisions, so that group members' satisfaction in the organization increases. Empowerment aims to increase the re-distribution of power between management and employees, authority, responsibility, and organizational commitment (Sulistyo and Siyamtinah, 2018). When employees feel empowered, they realize the importance of work, they feel able to make their own decisions and voluntarily complete their work with co-workers (Narzary and Palo, 2015). Therefore, employee empowerment is positively correlated with OCB of employees (Chiang and Hsieh, 2012).

Several studies reported a positive relationship of empowerment to OCB (Bagheri et al., 2011), while other studies found a non-significant relationship of empowerment to OCB work attitudes (Jiang et al., 2011). Inconsistent results from the role of empowerment in OCB imply that there is little understanding of how empowerment affects OCB. Further research is needed to understand how empowerment mechanisms affect OCB.

Based on the explanation of the research gap above, which according to (Jiang et al., 2011) found an insignificant relationship of empowerment in OCB work attitudes, organizational commitment was proposed as a mediator of the relationship between the effects of perceived organizational support and empowerment on organizational citizenship behavior (OCB).

Organizational commitment is the loyalty of employees to their superiors related to the emotional relationship that employees feel with their work (Zayas-Ortis, 2015). Valaei and Rezaei (2016) mention organizational commitment is a situation where individuals have a tendency to believe that work is important for their lives, and they believe that their work will satisfy their needs. The results of previous studies indicate that organizational commitment is positively related to OCB (Chenevert al., 2015; Wong and Wong, 2017). Organizational commitment encourages the emergence of positive OCB (Asadi et al., 2014; Zayas-Ortiz et al., 2016). Organizational commitment is influenced by perceived organizational support (Ahmed and Nawaz, 2015; Islam et al., 2015), and empowerment (Jha,2011; Hanaysha, 2016). It can be

said that perceived organizational support and empowerment encourage organizational commitment. The great employees' perceived organizational support, empowerment, and organizational commitment will encourage the positive OCB in the workplace.

Thus, it is important to do this research so that the hotel management understands the importance of the management factors of perceived organization support, employee empowerment, and maintaining organizational commitment to improve organizational citizenship behavior.

## 2. LITERATURE REVIEW AND DEVELOPMENT OF HYPOTHESIS

### 2.1 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) shows spontaneous and innovative activity that exceed the role of an employee in the organization (Chiang and Hsieh, 2012; Shanker, 2016). According to Organ (1988) OCB refers to employee behavior that is voluntary, which does not directly get a reward from the formal reward system, and OCB as a whole encourages the effective functioning of the organization successfully. OCB involves several behaviors such as helping co-workers, caring about changes in the organization, accepting discomfort, being responsible, adhering to procedures and rules in the workplace, and willing to sacrifice personal interests (Raub,2008; Tang Dan Tsar, 2016). OCB involves several behaviors, such as helping and caring for colleagues, being loyal to the company, being responsible, obeying procedures and rules in the workplace, and willing to sacrifice personal interests. OCB is not directly recognized as a formal reward system that enhances the effective functioning of the organization (Yoon et al., 2016; Ozduran and Tan ova (2017). OCB has the potential to lead to improved hotel service quality (Tang and Tsar, 2016).

### 2.2 Perceived organizational support

Perceived organizational support (POS) reflects employees' perceptions or beliefs about the extent to which organizations value their contributions and care about their welfare (Sulistyo and Siyamtinah,2016). POS is defined as the extent to which an employer respects employee contributions and cares for their welfare (Miao et al., 2012; Ahmed and Nawaz, 2015). POS refers to the level of employee trust in organizations that organizations care about their problems, are willing to help employees and support their implementation (Islam et al. 2015). POS refers to the level of employee trust, that the organization cares about them, respects their input, and provides support and assistance with aspects of evaluating contributions and caring about welfare (Islam et al. 2015). The study findings found that POS is a vital determinant that has a positive effect on OCB (Chiang and Sheng, 2011). If employees consider that there is strong organizational support, they are willing to combine their membership in the organization into their identity, and then develop a more positive relationship and perception in the organization. Employees who feel supported by their organization reciprocate this feeling, and thus enhance citizenship behavior (Wei, 2010; Malik and Naeem, 2016; Wen et al., 2016).

H1: Perceived organizational support has a significant positive effect on OCB.

### 2.3 Empowerment

Empowerment in the service industry is increasingly recognized as the key to serving more

demanding customers, so the service industry becomes more competitive (Humborstad and Perry, 2011). To empower means giving someone the ability and strength to achieve goals (Pentareddy & Suganthi, 2015). Empowerment is a behavioral initiative about employee involvement in which employees are encouraged to be able to make certain decisions without consulting supervisors, managerial practices and understanding assumptions, as well as cultural values held by those who manage the organization (Humborstad and Perry, 2011). Empowerment makes individuals believe that they have the knowledge, authority, and ability to use resources, are free to do their jobs, so that the satisfaction of group members in the organization increases (Sulistyo and Siyamtinah, 2018). Empowerment gives individuals the opportunity to participate in making decisions, so that the satisfaction of group members in the organization increases. Access to information that is available on time as a form of empowerment, encourages them to work hard and show organizational citizenship behavior.(Bagheriet al., 2011). Thus, the following hypothesis is proposed:

H2: Empowerment has a significant positive effect on OCB.

### 2.4  Organizational commitment

Organizational commitment refers to the behavior or psychology of employees characterized by employees' relations with the organization in which they work, and further contributes to their desire to remain loyal in the organization (Shim et al., 2015). Valaei and Rezaei (2016) mention organizational commitment is a situation where individuals have a tendency to believe that work is important for their lives, and they believe that their work will satisfy their needs. Organizational commitment is influenced by perceived organizational support (Wong and Wong, 2017). Employees who have a strong level of organizational support as a result of internal organizational processes are able to develop a sense of attachment and commitment to the organization (Meyer and Allen, 1991). Organizational commitment is influenced by perceived organizational support (Mc Bey et al., 2017).  Employees consider organizational support as a result of internal organizational processes, and they are able to develop attachments and commitments to the organization.  The perceived organizational support shows employees' perceptions of the organization, and organizational commitment implies employee attitudes towards the organization As a result of perceived organizational support, employees have a desire to commit to the organization (Nasir and Islam, 2017). Therefore, the following hypothesis is proposed:

H3: Perceived organizational support has a significant positive effect on organizational commitment.

The literature shows that organizational commitment is determined by empowerment (Jha, 2011; Aggarwal et al., 2018). Hanaysha (2016) who examined the effects of employee empowerment, teamwork and training in building organizational commitment with 242 employees in the context of higher education in Malaysia found that employee empowerment had a positive effect on organizational commitment. Empowerment gives employees opportunities, autonomy, and to feel the values in the organization that makes employees to be motivated to face challenges and commit themselves to the organization. The results of the study confirm that psychological empowerment influences organizational commitment. When the level of autonomy or self-

determination is high, employees become competent and positively increase their level of commitment (Jha, 2011; Ismail et al., 2011). Therefore, the following hypothesis is proposed:

H4: Empowerment has a significant positive effect on organizational commitment.

Chenevert et al. (2015) examined the effect of affective commitment on organizational citizenship behavior with the number of respondents 182 hospital employees in Canada. The study found significant findings related to the relationship of affective commitment with OCB. High organizational commitment positively encourages the creation of organizational citizenship behavior. Psychological bonds felt by individuals in organizations bind someone in the organization to help co-workers, comply with procedures and rules at work, and be responsible (Asadi et al., 2014; Claudia, 2018). Organizational commitment contributes significantly to the formation of OCB. Organizational commitment indicated by willingness to work optimally, willingness to evaluate work and get guidance to maximize skills that will strengthen OCB (Claudia, 2018). Furthermore, empirical studies found organizational commitment positively influences OCB (Zayas-Ortiz, 2015). The ability of employees to actualize themselves encourages organizational loyalty and commitment to contribute to creating organizational citizenship behavior (Zayas-Ortiz et al., 2015).

H5: Organizational commitment has a significant positive effect on organizational citizenship behavior.

Perceived organizational support (POS) is employees' beliefs about the extent to which organizations value their contributions and care about their welfare. An organization of whose employees are supported makes them reciprocate well by offering attitudes and behaviors such as being willing to sacrifice personal goals for organizational purposes to increase organizational commitment (Ahmed and Nawaz, 2015). Organizational commitment describes employee behavior or psychology that characterizes an employee's relationship with the organization where they work, and further contributes to their desire to remain loyal in the organization. Furthermore, empirical studies found organizational commitment positively influences OCB (Zayas-Ortiz, 2015). Thus, the following hypothesis is proposed:

H6: Organizational commitment plays a role in mediating the relationship of perceived organizational support on organizational citizenship behavior.

Empowerment as the implementation of management concepts is an important factor in developing the organization by providing opportunities for all members of the organization to participate (Yang and Choi, 2009). Empowerment reflects the concept of individual strength (Narzary and Palo, 2015). Employee empowerments makes employees motivated and have the opportunity to feel values, so they are able to develop a strong culture that reflects employee commitment to the organization. When the level of autonomy or self-determination is high, employees become competent and positively increase the level of organizational commitment (Jha, 2011; Wong and Wong, 2017). Subsequent empirical studies show organizational commitment shown by willingness to work optimally, willingness to evaluate work and get guidance to maximize skills contribute to shaping OCB (Claudia, 2018).

H7: Organizational commitment plays a role in mediating empowerment relations with organizational citizenship behavior.

## 3.  MATERIALS AND  METHOD

The design of this study is causality research with the aim of proving the relationship between cause and effect of several variables. The research objective is to explore the driving variables of OCB employees in the hospitality industry. The objects of the study are perceived organizational support, empowerment, organizational commitment, and OCB.

Data collection uses a survey method that uses samples from the population using a questionnaire as a tool for collecting basic data. The analysis unit is a five-star hotel in Denpasar City, with the object of research being OCB hotel employees. The population in this study were all hotel employees. The population sample chosen for this study was star hotel employees. Therefore, 198 hotel employees were randomly selected as respondents and it is expected to be sufficient to test structural equation modelling. The sampling technique used is the method of proportional random sampling technique.

Data analysis techniques include descriptive statistical analysis, namely analytical techniques to describe the data that has been collected. The second statistical analysis technique is inferential analysis to test hypotheses formulated in research using the PLS software program (Latin and Ghozali, 2015).

## 4.  RESULTS

### 4.1 Descriptive Analysis

This study also briefly describes the characteristics of the research respondents, namely hotel employees. The characteristics of the respondents are: (1) age; (2) gender; (3) formal education level; and (4) length of employment. The characteristics of the research respondents were described by presenting characteristics based on demographic characteristics such as gender, age, length of time being an employee, and education background. Data were obtained through questionnaire survey techniques that were collected by the researcher. The overall results of the questionnaires collected can be used again considering the data submitted by the respondents is complete. The profile of the respondents is presented in detail in Table 1 which explains the position, the length of employment and the education background.

Table 1

Characteristics of respondents

| Characteristics | Category | Frequency | % |
|---|---|---|---|
| Age | <20 years old | 2 | 1.01 |
| | 21-30 years old | 42 | 21.21 |
| | 31-40 years old | 88 | 44.44 |
| | 41-50 years old | 53 | 26.77 |
| | > 50 years old | 13 | 6.57 |
| Sex | Male | 124 | 62.63 |
| | Female | 74 | 37.37 |
| Education Level | High school / equivalent | 19 | 9.60 |
| | Diploma | 109 | 54.04 |
| | Bachelor degree | 72 | 36.36 |
| Length of Employment | <5 years | 28 | 14.14 |
| | 5-10 years | 38 | 19.19 |
| | 11-15 years | 65 | 32.38 |
| | 16-20 years | 38 | 19.19 |
| | > 20 years | 29 | 14.65 |

The results of descriptive statistical analysis showed that most of the respondents of hotel employees were between 31-40 years old, namely 88 people (44.44%). Data shows that there are still employees over the age of 50 (6.57 percent), this is due to family demands for a family income and hotel policies that appreciate their experiences. Most employees over the age of 50 are in the Food and Beverage Department. Furthermore, most of respondents are males of 124 people (62.63%). The education level of respondents is mostly Diploma level of education as many as 107 people (54%), especially for daily workers and fresh graduates. Based on length of employment, most respondents have been working for 11-15 years (32.38 percent), indicating that they have strong commitment to their workplace.

### 4.2 Inferential Analysis

**Measurement model analysis.** Measurement model analysis was carried out with the aim to determine the validity and reliability of the research construct. The construct validity test was carried out by looking at the results of convergent validity and discriminant validity (Figure1). Convergent validity of the measurement model can be seen based on the results of the correlation between indicator scores and construct scores. Convergent validity analysis was assessed based on the value of outer loadings with reflexive indicators. Indicators are considered valid if the value of outer loadings is above 0.5 and / or the value of t statistics is above 1.96 (Table 2).
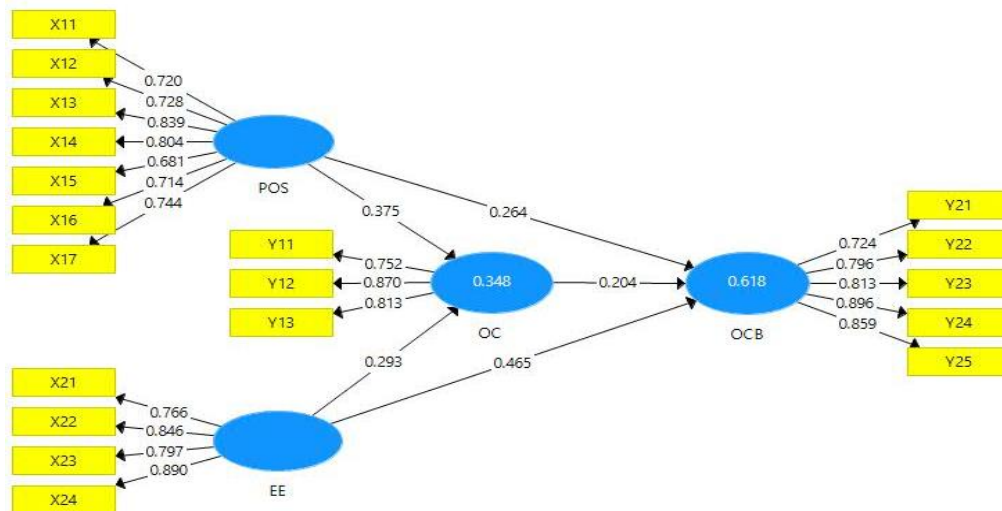


Figure 1. Full Model Partial Least Square

Tabel2
Hasil penguin convergent validity

| Code | Variables and measurements | Outer loadings | Description |
|------|----------------------------|----------------|-------------|
| X1.1 | Willingness to help when there is a problem | 0.720 | Valid |
| X1.2 | Concern | 0.728 | Valid |
| X1.3 | Willingness to help in everyday life | 0.839 | Valid |
| X1.4 | Engagement in strategy execution | 0.804 | Valid |
| X1.5 | Support in implementing the strategy | 0.681 | Valid |
| X1.6 | Willingness to provide financial resources | 0.714 | Valid |
| X1.7 | Quick response to suggestions regarding strategies | 0.744 | Valid |
| X2.1 | Meaning | 0.766 | Valid |
| X2.2 | Competence | 0.846 | Valid |
| X2.3 | Self-Determination | 0.797 | Valid |
| X2.4 | Impact | 0.890 | Valid |
| Y1.1 | Affective commitment | 0.752 | Valid |
| Y1.2 | Continuous commitment | 0.870 | Valid |
| Y1.3 | Normative commitment | 0.813 | Valid |
| Y2.1 | Initiative to help co-workers | 0.724 | Valid |
| Y2.2 | Courtesy to co-workers | 0.796 | Valid |
| Y2.3 | Virtue in the organization | 0.813 | Valid |
| Y2.4 | Compliance with rules | 0.896 | Valid |
| Y2.5 | Fair in accepting organizational policies | 0.859 | Valid |

Table 2 shows that all nineteen indicators have a value above the required minimum value of 0.60 (Latan and Ghozali, 2012). This means the model meets convergent validity. Furthermore, research analyzes discriminant validity by assessing cross loading between each item. If the construct correlation with the measurement item is greater than the size of the other constructs, then this indicates that the latent construct predicts their block size is better than the size of the other blocks (Table 3).

Table 3
The results of discriminate validity testing that are based on cross loading

| Code | Items | Variables | | | | Description |
|------|-------|-----------|--|--|--|-------------|
| | | POS | Empowerment | Organizational Commitment | OCB | |
| X11 | Helping employees | **0.720** | 0.445 | 0.388 | 0.614 | Valid |
| X12 | Care | **0.728** | 0.328 | 0.306 | 0.397 | Valid |
| X13 | Willingness | **0.839** | 0.495 | 0.511 | 0.597 | Valid |
| X14 | Involvement | **0.804** | 0.452 | 0.443 | 0.421 | Valid |
| X15 | Support | **0.681** | 0.343 | 0.316 | 0.321 | Valid |
| X16 | Willingness | **0.714** | 0.431 | 0.386 | 0.343 | Valid |
| X17 | Responsive | **0.744** | 0.386 | 0.415 | 0.507 | Valid |
| X21 | Meaning | 0.455 | **0.766** | 0.392 | 0.556 | Valid |
| X22 | Competence | 0.404 | **0.846** | 0.383 | 0.568 | Valid |
| X23 | Self-determination | 0.478 | **0.797** | 0.381 | 0.600 | Valid |
| X24 | Impact | 0.498 | **0.890** | 0.492 | 0.632 | Valid |
| Y11 | Affective Commitment | 0.578 | 0.374 | **0.752** | 0.424 | Valid |
| Y12 | Continuous Commitment | 0.357 | 0.479 | **0.870** | 0.586 | Valid |
| Y13 | Normative Commitment | 0.369 | 0.353 | **0.813** | 0.375 | Valid |
| Y21 | Initiative | 0.653 | 0.547 | 0.551 | **0.724** | Valid |
| Y22 | Polite | 0.492 | 0.573 | 0.414 | **0.796** | Valid |
| Y23 | Virtuous | 0.426 | 0.593 | 0.427 | **0.813** | Valid |
| Y24 | Submissive | 0.545 | 0.661 | 0.501 | **0.896** | Valid |
| Y25 | Fair | 0.444 | 0.537 | 0.460 | **0.859** | Valid |
| | | | | | | |

Table 3 explains that the indicator value in each construct block is greater than the other construct blocks and all research constructs have values above 0.5. Therefore, this measurement concludes that discriminant validity measurements meet valid requirements.

The construct reliability test in the research model was measured by the reliability composite criteria and Cronbach's alpha from the indicator block that measures the construct. A construct is declared reliable if Cronbach's alpha and composite reliability are above 0.70 (See Table 4)

Table 4
Test results for Cronbach's alpha and composite reliability

| Variables | Cronbach's Alpha | Composite Reliablity | Description |
|-----------|------------------|----------------------|-------------|
| POS | 0.870 | 0.899 | Reliable |
| Empowerment | 0.844 | 0.896 | Reliable |
| Organizational Commitment | 0.743 | 0.853 | Reliable |
| OCB | 0.876 | 0.911 | Reliable |
| | | | |

Based on the results in Table 4, it can be explained that the results of Cronbach's alpha and composite reliability output for POS constructs, empowerment, organizational commitment, and OCB are greater than 0.70, which indicates that the construct has good reliability.

**Analysis of structural models**. After the estimated model meets the criteria of the outer model, then the structural model is tested. Structural model analysis is performed using the R-square test, which is a goodness-fit model test.

Table 5
R-square endogenous latent variables

| Variables | R-square |
|---|---|
| Organizational commitment | 0.348 |
| OCB | 0.618 |

Based on the results in Table 5, it can be explained that the R-square value for the construct of organizational commitment is 0.348, meaning the influence of variables of perceived organizational support and empowerment on organizational commitment is 34.8 percent and the remaining 65.2 is influenced by other variables outside the model . The R-square value for OCB variable is 0.618 which means the influence of perceived organizational support, empowerment and organizational commitment on OCB is 61.8 percent and the remaining 38.2 percent is influenced by other variables outside the model. Furthermore, based on $R^2$ in Table 4, $Q^2$ or Stone Geiser Q-Square tests can be calculated, namely: $Q^2 = 1 - \{(1-0,348)(1-0,618)\} = 1 - \{(0.652)(0.382)\} = 0$, 7509. The calculation results obtained a Q2 value of 0.7509 > 0. Therefore, it can be said that the model has good predictive relevance. This means that 75.09 percent of the variation in OCB variables can be explained by variables of perceived as organizational support, empowerment and organizational commitment, while the rest are explained by other variables outside the model. The empowerment variable has the most dominant influence on OCB, which is equal to 0.465 and followed by variables of perceived organizational support (0.264) and organizational commitment (0.204).

## 4.3 Hypothesis testing
The bootstrap method is used to test the significance of the main effects and mediation in the H1 to H7 hypothesis. In each path the influence of exogenous variables on endogenous variables is tested by using the t test (T-test) and p-value, where p-value is compared with α (5 percent). The overall path analysis calculation results can be seen in the path coefficient, the value of T-test and p value. If the p-value is smaller than 0.05, then the effect is declared significant, and vice versa. Table 6 displays the results of the path coefficients.

Table 6
Path Coeffisients

| Correlation between variables | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | t Statistics (O/STDEV) | P Values |
|---|---|---|---|---|---|
| POS→ OCB | 0,264 | 0,264 | 0,072 | 3,677 | 0,000 |
| EE→OCB | 0,465 | 0,468 | 0,066 | 7,010 | 0,000 |
| POS→KO | 0,375 | 0,378 | 0,073 | 5,097 | 0,000 |
| EE→KO | 0,293 | 0,294 | 0,077 | 3,790 | 0,000 |
| KO→OCB | 0,204 | 0,203 | 0,075 | 2,708 | 0,007 |

Results as presented in Table 6 show that: H1 predicts that POS has a positive effect on OCB and the data confirms the direct effect of POS on OCB produces a coefficient of 0.264, a statistical t value of 3.677> 1.96 and p values <0.05 ($\beta$ = 0,264; p = 0,000 <0,05). That is, the POS influence on OCB is positive significantly. Hypothesis 1 is supported, perceived organizational support has a significant positive effect on organizational citizenship behavior.

Furthermore, H2 predicts that empowerment has a positive effect on OCB also supported ($\beta$ = 0.465; p = 0.000 <0.05). The direct effect of empowerment on OCB resulted in a coefficient of 0.465 and a statistical t value of 7.010> 1.96 and p values <0.05. H3 predicts that POS has a positive effect on organizational commitment. The direct effect of POS on organizational commitment produces a coefficient of 0.375 and a statistical t value of 5.097> 1.96 and p values <0.05 ($\beta$ = 0.375; p = 0,000 <0.05), hypothesis 3 is supported. The direct effect of empowerment on organizational commitment produces a coefficient of 0.293 and a statistical t value of 3.790> 1.96 and p values <0.05 ($\beta$ = 0.293; p = 0,000 <0.05). That is, the influence of empowerment on positive organizational commitment is significant; therefore, hypothesis 4 is supported. Finally, the direct effect of organizational commitment on OCB resulted in a coefficient of 0.204 and a statistical t value of 2.708> 1.96 and p values <0.05 ($\beta$ = 0.204; p = 0.07 <0.05), supporting hypothesis 5. The results of the study support hypothesis 5, i.e. organizational commitment is positively related to organizational citizenship behaviour.

Regarding the mediation effect, indirect effects between latent variables can be seen by looking at the results of the indirect effect analysis. The results of the analysis of the effect of perceived organizational support on OCB by mediating organizational commitment and the influence of empowerment on OC b by mediating organizational commitment are shown in Table 7.

Table 7
Indirect effects values

| Construct | Original Sample | Sample Mean | Standard Deviation | T Statistics | P Values |
|---|---|---|---|---|---|
| POS→OCB | 0,077 | 0,077 | 0,034 | 2,283 | 0,023 |
| EE→OCB | 0,060 | 0,059 | 0,027 | 2,206 | 0,028 |

Source: processed data, 2019

Based on the results in Table 7, it can be explained that the effect of perceived organizational support on OCB through organizational commitment was positively significant ($\beta$ = 0.077; p = 0.023), supporting H6. The results of the analysis also showed that the influence of empowerment on OCB mediated organizational commitment was positively significant ($\beta$ = 0.060; p = 0.028), supporting H7.

### 4.4 Results
### 4.4.1 Effect of POS on OCB
The relationship between POS and OCB shows a unidirectional relationship, meaning that the stronger the level of POS employees, the higher OCB employees in the hospitality industry. The willingness of hotel managers to help employees solve work-related problems, the willingness of hotels to engage in execution of strategies and the willingness of managers to provide financial

resources tends to improve employee behavior to be ready to help co-workers. The results of this study are supported by the study of Chiang and Sheng (2011) regarding the effect of POS on OCB. Study of Win et al. (2016) in hotel employees in China found that perceived organizational support as an employee's perception of organizational support motivated employees to work harder so OCB increased. Chiang and Shang's (2011) research proves the influence of POS on OCB, which emphasizes that when employees feel strong organizational support, employees are motivated to help colleagues, work more than they should, uphold the importance of honesty, and continue to accept workplace discomfort as a form of OCB (Miao et al., 2012).

### 4.4.2 Effect of empowerment on OCB
The results of the study prove that empowerment has the most significant influence on OCB compared to other variables. Empowerment indicated by attitudes such as belief in knowledge, having the authority to complete work, the ability to make their own decisions in completing tasks, and being able to carry out tasks tend to increase OCB of hotel employees. The results of this study support previous research, which found that empowerment, had a positive and significant effect on OCB (Bagheri et al. (2011). Nursery and Palo (2015) who examined hospital employees in India found that empowerments such as the ability to access the right information, freedom in carrying out work, encouraging them to work hard so as to encourage behavior to help voluntary co-workers thereby increasing OCB.

### 4.4.3 Effect of POS on organizational commitment
The results showed a significant positive relationship between perceived perceived organizational support on organizational commitment. When employees feel organizational support perceived by employees with organizational behavior such as the willingness of the hotel to help solve work problems or customer problems, organizational awareness, willingness of the hotel to help employees, support in implementation and quick response to strategy execution, all of these will increase organizational commitment. The results of this study support previous studies which found that perceived organizational support significantly influences organizational commitment (Nasir and Islam, 2017; Islam et al., 2015). Organizational support is felt to be related to organizational commitment (Rhoades et al., 2001; Bishop et al., 2005). According to McBey et al. (2017) who conducted research on the commitment of volunteers in Canada, feeling of gaining organizational support to strengthen self-expression such as creative abilities, feelings of competence, autonomous behavior, independence and tend to increase commitment to the organization. Nasir and Islam (2017) argue, organizational support that is felt to show positive employee perceptions of the organization increases organizational commitment implying employee attitudes towards the organization. When employee support by organizations is high and provides a culture for continuous learning, there is an emotional attachment to their organization and allows them to be more committed to the organization (Kurtessis et al., 2015).

### 4.4.4 The effect of empowerment on organizational commitment

The influence of empowerment on positive organizational commitment shows that the stronger the empowerment, the higher the organizational commitment. Empowerment is reflected by the confidence of employees with mastery of skills, being able to identify jobs, confident in knowledge related to the completion of tasks, authority in completing work, the ability to make their own decisions and the ability to carry out tasks and jobs tend to increase employee commitment to the organization. The results of this study support the results of previous studies (Hanaysha, 2016; Jha, 2011). Hum boasted and Perry (2011) who conducted research on star-rated hotels in China found that employee empowerment had a positive effect on organizational commitment. According to Hanaysha (2016) employee empowerment, teamwork and training are able to build opportunities, autonomy, motivation to develop a strong culture to face challenges so that employee organizational commitment increases (Ismail et al. (2011).

### 4.4.5 Effect of organizational commitment on OCB

The effect of organizational commitment on OCB is positive and significant, meaning that the higher the organizational commitment of hotel employees, the better OCB. The results of the study support previous studies (Chenevertet al., 2015; Claudia, 2018). Organizational commitment that is reflected happily as a member of the organization has a strong dedication to work, and loyalty and equality of values will lead to workers' organizational commitment behavior in the organization. According to Wong (2017) who examined the relationship between affective commitment and OCB of BUMN manufacturing companies in Guangdong, Republic of China, the ability to manage employee affective commitments had a positive effect on OCB. Zayas-Ortis et al. (2017) argue that organizational commitment shown by working consistently, willingness to comply with company policies, being satisfied with their work tends to increase OCB behavior as indicated by voluntary behavior to help co-workers, politeness behavior, social virtue and working with conscience.

### 4.4.6 The indirect effect of POS on OCB through organizational commitment

Organizational commitment in this study mediates the effect of perceived organizational support on OCB. Organizational commitment is shown by being loyal and happy to be part of the organization, happy to discuss the organization, not leaving the organization, will increase OCB such as sincere behavior to help colleagues, care for changes in the organization, and accept feelings of discomfort in the organization. That is, organizational commitment has the capacity to increase OCB. By supporting strong perceived organizational support, organizational commitment can increase OCB (Zayas-Ortiz, 2015). This study found that organizational commitment is shown by loyal behavior related to work, a strong emotional attachment between individuals and organizations is increasing OCB. Studies show that organizational commitment is determined by perceived organizational support (Ahmed and Nawaz, 2015). The results of this study support the hypothesis which states that perceived organizational support can influence OCB. Perceived organizational support is an important predictor of organizational commitment and OCB. According to Ahmed and Nawaz (2015) strong perceived organizational support encourages organizational commitment. The attention and support offered by organizations such

as welfare will affect changes in attitudes and behavioral commitments to the organization. Caludia (2018) added that organizational commitment is demonstrated by attitudes such as being happy to be part of an organization, dedicated, and being loyal to the common or shared values of the organization encouraging OCB.

### 4.4.7 The indirect effect of empowerment on OCB through organizational commitment

Organizational commitment in this study mediates the effect of empowerment on organizational citizenship behavior (OCB). That is, the construct of organizational commitment has the capacity to increase OCB driven by empowerment. Organizational commitment is demonstrated through strong dedication behavior to the organization, routine discussion related to the organization, loyalty to organizational values, and pleasure in being part of the organization determined by employee empowerment. Furthermore, organizational commitment tends to increase the willingness of employees to help their colleagues on duty, take the initiative to help, work hard, participate in building the company's image, and adhere to company regulations. The results of this study support hypothesis 7 which is able to explain the empowerment mechanism affecting OCB. According to Wong and Wong (2017), the level of organizational commitment is determined by empowerment. Delegating authority in carrying out daily tasks will ultimately help empower employees to increase organizational commitment (Hayasha, 2018). Employee loyalty, feeling of belonging, and a strong desire to remain in the organization are in turn strengthening OCB (Claudia, 2018).

## 5. CONCLUSION AND RECOMMENDATION

### 5.1 Conclusion

Previously, research on the effects of POS, empowerment and organizational commitment to OCB was still limited. This study tries to fill the gap by determining the contribution of POS, empowerment and organizational commitment to superior OCB. This research provides literature contributions in a comprehensive model and is an important development in the hospitality industry. The main objective of this study is to investigate how the POS component, empowerment and organizational commitment affect OCB. This study contributes to the OCB literature by investigating the role of POS, empowerment, and organizational commitment as a significant predictor of OCB. OCB is important for the hospitality industry in Bali to maintain customer loyalty retention so that the hotel financial performance increases. Exploration on OCB is important considering that hotel competition is getting tougher amid the progress of social media and the internet that supports industrial progress. This research extends previous research on OCB and influencing factors such as POS, empowerment and organizational commitment. OCB is created by joint interactions between POS, empowerment and organizational commitment. However, there is still little research that empirically investigates how OCB occurs. The findings show that OCB is driven by strong POS, empowerment and organizational commitment in the context of hotels.

First, POS has a significant positive effect on OCB. To ensure the OCB process is effective, companies need to provide employees with opportunities in POS development. Second,

empowerment has a significant positive effect on OCB. Regarding empowerment, companies should increase employee confidence to have knowledge, increase authority in completing work, improve their ability to make their own decisions, and improve their ability to complete their own tasks. Third, perceived organizational support has a significant positive effect on organizational commitment. The willingness of hotels to solve employee-related work problems increases employee organizational commitment. Fourth, empowerment has a significant positive effect on organizational commitment. Confidence, mastery of skills and autonomy of employees in doing brand work tend to increase organizational commitment. Fifth, organizational commitment has a significant positive effect on OCB. Willingness to consistently adhere to company policies, work and feeling satisfied with their work increases OCB of employees. Sixth, POS indirectly influences OCB mediated by organizational commitment. Seventh, empowerment indirectly influences OCB mediated by organizational commitment.

### 5.2 Recommendation
Based on the results of research on star hotels in Denpasar Bali, suggestions can be made to the hotel manager to strengthen the factors that can encourage the creation of OCB of employees. (POS) needs to be realized through implementation such as increasing organizational awareness of employee welfare, involving employees in implementing strategies, providing resources, and quick response regarding strategies. Empowerment needs to be implemented by strengthening the mastery of skills, the ability to identify jobs, the freedom to do work, the ability to use resources, and the ability to influence team performance. Organizational commitment is realized by always discussing with employees about the organization, creating a feeling of pride of being part of the organization, being loyal to the organization, and strengthening employee loyalty in the shared organizational values.

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